



## Master of Business Administration

### R23 Regulations Course Structure –MBA Programme

#### I SEMESTER

S.No	Course Code	Course Title	Contact Hours/Week				Credits	Scheme of Valuation		
			L	T	P	TOTAL		CIE	SEE	Total
1	23MB01	Management Perspectives & Organizational Behaviour	4	-	-	4	4	40	60	100
2	23MB02	Business Economics	4	-	-	4	4	40	60	100
3	23MB03	Financial Accounting & Analysis	3	1	-	4	4	40	60	100
4	23MB04	Quantitative Analysis for Business Decisions	3	1	-	4	4	40	60	100
5	23MB05	Legal & Business Environment	4	-	-	4	4	40	60	100
6	23MB06	Business Communication and Personality Development	4	-	-	4	4	40	60	100
7	23MB71	Information Technology Lab	1		2	2	2	40	60	100
8	23MB72	Business Communication and Personality Development Lab	1	-	2	2	2	40	60	100
<b>TOTAL</b>			<b>24</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>28</b>	<b>320</b>	<b>480</b>	<b>800</b>

#### II SEMESTER

S.No	Course Code	Course Title	Contact Hours/Week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	23MB07	Financial Management	3	1	-	4	4	40	60	100
2	23MB08	Human Resources Management	4	-	-	4	4	40	60	100
3	23MB09	Marketing Management	4	-	-	4	4	40	60	100
4	23MB10	Production & Operations Management	4	-	-	4	4	40	60	100
5	23MB11	Business Research Methods	3	1	-	4	4	40	60	100
6	23MB61	Business Analytics	3	-	-	3	3	40	60	100
	23MB62	Cross-Cultural Management								
	23MB63	Logistics & Supply Chain Management								
	23MB64	MOOC s / NPTEL (Massive Open Online Courses Related to Management studies other than listed courses in the course structure/syllabus)								
7	23MB73	SQL & Power BI Lab	1	-	2	3	2	40	60	100
8	23MB74	Start-up Analysis & Presentation (SAP)	2	-	2	4	3	100	-	100
<b>TOTAL</b>			<b>24</b>	<b>2</b>	<b>4</b>	<b>30</b>	<b>28</b>	<b>380</b>	<b>420</b>	<b>800</b>

**III SEMESTER**

S. No.	Course Code	Course Name	Contact Hours Per Week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	23MB12	Business Policy & Strategic Management	4	-	-	4	4	40	60	100
2	23MB13	E-Commerce & Digital Markets	4	-	-	4	4	40	60	100
<b>Finance Elective Courses</b>										
3	23MB21	Security Analysis and Portfolio Management	3	-	-	3	3	40	60	100
4	23MB22	Financial Markets and Services	3	-	-	3	3	40	60	100
5	23MB23	Strategic Financial Management	3	-	-	3	3	40	60	100
6	23MB24	Financial Planning & Wealth Management	3	-	-	3	3	40	60	100
<b>HRM Elective Courses</b>										
7	23MB25	Performance and Reward Management	3	-	-	3	3	40	60	100
8	23MB26	Management of Industrial Relations	3	-	-	3	3	40	60	100
9	23MB27	Leadership and Team Building	3	-	-	3	3	40	60	100
10	23MB28	Human Resource Information System	3	-	-	3	3	40	60	100
<b>Marketing Elective Courses</b>										
11	23MB29	Services Marketing & Retail Management	3	-	-	3	3	40	60	100
12	23MB30	Advertising and Brand Management	3	-	-	3	3	40	60	100
13	23MB31	Social media & Digital Marketing	3	-	-	3	3	40	60	100
14	23MB32	Rural Marketing	3	-	-	3	3	40	60	100
<b>Business Analytics Elective Courses</b>										
15	23MB33	Data Mining for Business Decisions	3	-	-	3	3	40	60	100
16	23MB34	Programming Analytics	3	-	-	3	3	40	60	100
17	23MB35	Supply Chain Analytics	3	-	-	3	3	40	60	100
18	23MB36	Data Science using R	3	-	-	3	3	40	60	100
<b>Operations Elective Courses</b>										
19	23MB37	Quality Tool Kit for Managers	3	-	-	3	3	40	60	100
20	23MB38	Management of Manufacturing Systems	3	-	-	3	3	40	60	100
21	23MB39	Materials Management	3	-	-	3	3	40	60	100
22	23MB40	Green Business Management	3	-	-	3	3	40	60	100
23	23MB75	Tally & VBA Lab	1	-	2	3	2	40	60	100
24	23MB76	Internship	3	-	2	5	4	40	60	100
<b>TOTAL</b>			<b>24</b>	<b>0</b>	<b>4</b>	<b>28</b>	<b>26</b>	<b>320</b>	<b>480</b>	<b>800</b>

**IV SEMESTER**

S. No	Course Code	Course Title	Contact Hours/Week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SE E	Total
1	23MB14	Entrepreneurship & Start-up Management	4	-	-	4	4	40	60	100
2	23MB15	Indian Ethos & Business Ethics	4	-	-	4	4	40	60	100
<b>Finance Elective Courses</b>										
3	23MB41	International Financial Management	3	-	-	3	3	40	60	100
4	23MB42	Financial Derivatives	3	-	-	3	3	40	60	100
5	23MB43	Banking & Insurance Management	3	-	-	3	3	40	60	100
6	23MB44	Mergers, Acquisitions & Corporate Restructuring	3	-	-	3	3	40	60	100
<b>HRM Elective Courses</b>										
7	23MB45	International Human Resource Management	3	-	-	3	3	40	60	100
8	23MB46	Management of Change	3	-	-	3	3	40	60	100
9	23MB47	Talent Management	3	-	-	3	3	40	60	100
10	23MB48	Emotional Intelligence for Managerial Effectiveness	3	-	-	3	3	40	60	100
<b>Marketing Elective Courses</b>										
11	23MB49	Sales & Distribution Management	3	-	-	3	3	40	60	100
12	23MB50	Consumer Behaviour & Customer Relationship Management	3	-	-	3	3	40	60	100
13	23MB51	Global Marketing	3	-	-	3	3	40	60	100
14	23MB52	Business-to-Business Marketing	3	-	-	3	3	40	60	100
<b>Business Analytics Elective Courses</b>										
15	23MB53	Business Forecasting	3	-	-	3	3	40	60	100
16	23MB54	Big Data Analytics	3	-	-	3	3	40	60	100
17	23MB55	Operations Analytics	3	-	-	3	3	40	60	100
18	23MB56	Predictive Analysis & Modelling	3	-	-	3	3	40	60	100
<b>Operations Elective Courses</b>										
19	23MB57	Operations Research	3	-	-	3	3	40	60	100
20	23MB58	Sourcing Management	3	-	-	3	3	40	60	100
21	23MB59	Six Sigma	3	-	-	3	3	40	60	100
22	23MB60	Project Management	3	-	-	3	3	40	60	100
23	23MB77	Major Project Work	3	-	2	5	4	40	60	100
24	23MB78	Case Study Analysis & CVV	2	-	-	2	2	100	--	100
<b>TOTAL</b>			<b>25</b>	<b>0</b>	<b>2</b>	<b>27</b>	<b>26</b>	<b>380</b>	<b>420</b>	<b>800</b>

1. In III & IV Semesters students must study 4 Program Elective courses.
2. Out of five groups in Program Electives (Finance/HR/Marketing/Business Analytics/Operations), students must study 2 program Electives and 2 courses from each Program Elective during III & IV semesters respectively.
3. To offer any elective courses, a minimum of 20% of the total students must enroll in the course.

**Programme Outcomes (PO's)**

<b>PO-1</b>	Apply knowledge of management theories and practices to solve business problems.
<b>PO-2</b>	Foster Analytical and critical thinking abilities for data-based decision-making.
<b>PO-3</b>	Ability to develop Value-based Leadership ability.
<b>PO-4</b>	Ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business.
<b>PO-5</b>	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

**Note:** These PO statements are used at the end of each course, an articulation matrix table will display the mapping of Course Outcomes (CO) to Program Outcomes (PO)

# **I SEMESTER**

MBA (I Sem)		L	T	P	Cr
<b>23MB01</b>		4	-	-	4
<b>Management Perspectives and Organizational Behavior</b>					

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO1</b>	To highlight the evolution of management and pioneering contributions in management practices for getting clarity and applying.
<b>CEO 2</b>	To know the relevance of functions of the management in making decisions.
<b>CEO 3</b>	To know Individual and group behavior in learning, personality, etc in the organizational context.
<b>CEO 4</b>	To understand the Motivation, leadership, and group-related perspectives in organizations.
<b>CEO 5</b>	To study organizational behavior – conflict, stress communication, and development in management.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Describe the functions and importance of management
<b>CO2</b>	Understand the difference between formal and informal organizations for making effective decisions.
<b>CO3</b>	Interpret the scope of organizational behaviour and its significance.
<b>CO4</b>	Demonstrate the impact of motivation and leadership in group dynamics.
<b>CO5</b>	Solve organizational conflicts through negotiation and team building.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	2	-	-	-
<b>CO2</b>	1	-	2	1	-
<b>CO3</b>	2	-	3	-	1
<b>CO4</b>	1	2	-	1	-
<b>CO5</b>	1	2	1	-	-

**1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)**

**Prerequisite:** Basic Knowledge of social sciences.

### **Unit – I**

**Introduction-** Definition, Nature, Functions, and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Hawthorne experiments - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – Types of Plans - Essentials of a sound Plan - Management by Objectives (MBO) - Techniques and Processes of Decision Making.

### **Unit-II**

**Organizing** – Principles of organizing – Formal and Informal Organization– Organization Structure and Design - Delegation of Authority– Span of control – Decentralization – Line and staff structure conflict - Coordination definition and principles - Controlling -Nature and importance, process, Requirements of effective control and controlling techniques.

### **Unit – III**

**Organizational Behavior:** Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories- (Pavlov, Skinner, and Thorndike) - Personality and Individual Differences - Determinants of Personality - Values, Attitudes, and Beliefs.

### **Unit – IV**

**Motivation and Leadership** – Definition and nature of motivation, Theories of Motivation (Maslow, Alderfer) - Leadership –Traits-Styles –Leadership skills– Challenges to leaders– Groups – stages formation of groups – Group Dynamics – Collaborative bargaining Processes in Work Groups - Johari - Window theory.

### **Unit – V**

**Organizational conflicts**-causes and consequences and Negotiation Team Building, Conflict Resolution in Groups and problem-solving Techniques Stress, types of stress causative factors of stress in organizations, preventive measures- Communication, types and process, importance, and barriers – Organizational change - change process - resistance to change – Organizational development and OD interventions.

### **Relevant case study discussions in all units**

### **Textbooks**

1. Knootz Herald, Weihrich. Henz and Arya Sri, “Principles of Management”, MH, New Delhi. 2010.
2. Meenakshi Gupta: “Principles of management”, PHI Pvt., Ltd., New Delhi. 2009.
3. Robbins.P. Stephen (2006), Organizational Behaviour, Pearson Education, New Delhi.
4. Luthans Fred (1998), Organizational Behaviour, Tata Mc Graw Hill International Edition, New Delhi.

### **References**

1. Dilip Kumar Bhattacharya, Principles of Management, Pearson, 2012.
2. Kumar, Rao, Chhaalill “Introduction to Management Science” Cengage Publications, New Delhi
3. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
4. K.Anbuvelan, Principles of Management, University Science Press, 2013.
5. K.Aswhathappa “Organizational Behaviour-Text, Cases and Games”, Himalaya Publishing House, New Delhi, 2008.
6. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: “Organizational Behaviour”, TMH Education, NewDelhi,2008

MBA (I Sem)		L	T	P	Cr
	<b>23MB02</b> <b>Business Economics</b>	4	-	-	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO1</b>	To impart the basic knowledge about the concepts of economics and to equip the students with the analytical tools of Economics and apply the same to rational Managerial decision-making.
<b>CEO2</b>	To delineate the role of demand and demand forecasting for effective decision-making.
<b>CEO3</b>	To develop an economic way of thinking while dealing with production and cost analysis to solve business problems and challenges.
<b>CEO4</b>	To understand the concept of market intelligence and to evaluate the nature of different market structures for sensible economic managerial decisions.
<b>CEO5</b>	To infuse the basic knowledge about the concepts of macroeconomic principles and the skills needed to apply them in making informed, strategic business decisions.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Determine the fundamentals of Economics and Managerial Economics and able to apply them for effective managerial decision-making.
<b>CO2</b>	Evaluate the various decisions of the managers using demand, elasticity demand, and demand forecasting.
<b>CO3</b>	Analyze different theories and concepts of production and cost, so that the cost benefits can be examined for economic decision making.
<b>CO4</b>	Analyze the price-output conditions in market structures and understand pricing methods for effective business decisions.
<b>CO5</b>	Apply knowledge of Macroeconomic concepts and policies in business decisions.

**Co-Po Articulation Matrix:**

Course Outcomes	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	3	1	2	-
<b>CO2</b>	2	3	2	1	1
<b>CO3</b>	3	2	1	2	2
<b>CO4</b>	3	2	1	2	1
<b>CO5</b>	2	3	2	1	3

1=Slight (low),2=Moderate (Medium),3=Substantial (High)

**Prerequisite:** Basic knowledge of Economics and business activities

### **Unit-I**

**Introduction to Business Economics:** Fundamentals of Economics, Economics-Definitions-Nature-Branches of Economics- Significance- Relationship with other disciplines — The role of managerial economist- Basic economic principles & Concepts.

### **Unit-II**

**Demand analysis:** Demand- Function – Determinants- Types -Law of Demand; Elasticity of Demand-Types –Factors affecting. Demand forecasting: Definition-Significance-Types-Methods-Survey Method- Statistical Method.

### **Unit-III**

**Production Analysis:** Definition- Significance, Production function- Cobb-Douglas Production Function, Iso-Quants, and costs of variable proportions & law of returns to scale of production, Economies of scale. Cost Analysis: Cost-Role of cost in business decisions-Cost concepts-cost-output relationship-Cost control and its Techniques-Break-Even Analysis.

### **Unit- IV**

**Market Structure and Pricing:** Classification of Markets, Competitions, and its Features. Price-Output determination in Perfect competition, Monopoly, and Monopolistic markets. Pricing methods and Strategies, Theories of profit.

### **Unit-V**

**Macro Economics and Business Decisions:** Concept-Nature-Theories - National Income-measurement- Inflation and Deflation – Types-Causes-factors influencing and Measures, RBI in India & Monetary Policies -Types.

### **Relevant case study discussions in all units**

### **Textbooks**

1. G S Gupta, “*Managerial Economics*”, Tata Mc Graw Hill.
2. P.L.Mehta “*Managerial Economics–Analysis, Problems & Cases*”-Sulthan Chand & Sons
3. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2016.

### **Reference**

1. Dean.Joel: “*Managerial Economics*”, PHI.
2. R.L.Varshney and K.L.Maheshwari, “*Managerial Economics*”17th Edition, Sultan Chand & Sons
3. Henry and Haynes, “*Managerial Economics*”: Analysis and Cases, Business Publications
4. Keat,2007, “*Managerial Economics*”,4thEdition, Thomson
5. H. Craig Petersen, W.C. Lewis, S K Jain, 2006, “*Managerial Economics*” Pearson Managerial
6. Economics and Financial Accounting by Rama Chandran Arya Sri- Tata 3 McGrawHill.2008.
7. Chaturvedi, Business Economics, International Book House, 2012

MBA (I Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr</b>
	<b>23MB03</b> <b>Financial Accounting and Analysis</b>	4	-	-	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO1</b>	To provide information about fundamental concepts of financial accounting and make them learn the generally accepted Accounting Principles and Accounting Standards issued by IFRS.
<b>CEO2</b>	To acquaint the students with the fundamental principles of financial, cost, and management accounting and to enable the students to prepare, analyze, and interpret Financial statements.
<b>CEO3</b>	To enable the students to gain knowledge about concepts, principles, and techniques of computing depreciation on fixed assets
<b>CEO4</b>	To create an understanding of funds flow and cash flow statements and make them prepare these statements and to enable the students to use financial data in planning, decision making, and control
<b>CEO5</b>	To enable them to do the financial statement analysis by using the tool financial ratios and able to draw meaningful conclusions about company's financial position.

**Course outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements
<b>CO2</b>	Interpret and analyze financial accounting and combine financial analysis with other information to assess the financial performance and position of a company.
<b>CO3</b>	Apply course concepts to analyze common business management decisions such as the valuation of fixed assets and outsourcing decisions from a financial perspective
<b>CO4</b>	Define the nature and role of the financial statements and able to make financial Decision regarding cash and funds flow.
<b>CO5</b>	Identifying the problem areas in business through various ratio techniques can take decisions using management accounting tools

**Co-Po Articulation Matrix:**

Course Outcomes	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	-	-	2	-
<b>CO2</b>	2	3	1	1	1
<b>CO3</b>	3	2	-	2	1
<b>CO4</b>	2	2	1	2	-
<b>CO5</b>	-	2	1	3	-

**1=Slight(low),2=Moderate (Medium),3=Substantial (High)**

**Prerequisite:** Fundamentals of trade, commerce, and business

### **Unit-I**

**Introduction to Accounting**–Nature and Scope-Financial Accounting, Cost Accounting, Management Accounting – Role of Accounting in Modern Organization, Importance, Objectives and Principles, Accounting Concepts & conventions, and the Generally Accepted Accounting Principles (GAAP), Accounting Standards issued by International Financial Reporting Standards. Basics of Fund Accounting, Investment Banking, Corporate Actions, and Reconciliation.

### **Unit-II**

**Financial Accounting System**–Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments (Sole trading concern).

### **Unit-III**

**Valuation of Fixed assets:** Tangible vs. Intangible assets, Depreciation of fixed assets, and methods of depreciation (Straight line method, Written down value method, Annuity method). Valuation of Inventory (FIFO, LIFO, Simple average, weighted average methods).

### **Unit-IV**

**Funds flow and Cash flow statements:** Meaning- Advantages and Limitations – Statement of Changes in Working Capital -Analysis and interpretation of financial statement from investor and company point of view– DuPont Chart.

### **Unit-V**

**Financial Statement Analysis**–Ratio Analysis: Classifications–Liquidity, Activity, Profitability, Solvency, and Structural ratios–Calculation and interpretation of Predictive power of ratios –Advantages and Limitations of ratio analysis.

### **Relevant case study discussions in all units**

### **Textbooks**

1. Maheshwari SN, Maheshwari SK: “*Financial Accounting*”, Vikas Publishing House Private Limited, New Delhi, 2009,
2. I.M.Pandey: Management Accounting Vikas Publishing House, ND.
3. Dr. Javed Iqbal and Dr. Saima Prof. Naseem Ahmed “Accounting for Managers”- ND Publishers- 2018 edition

### **References**

1. AsishK. Bhattacharyya: “*Essentials of Financial Accounting*”, PHI Private Limited, New Delhi, 2009.
2. Khan. M.Y., Jain. P.K., 2007, Management Accounting –Text, Problems and Cases, 4<sup>th</sup>Edition, Tata Mc Graw Hill, New Delhi–8
3. N.M. Singhvi, Management Accounting, Text and Cases, Prentice Hall.
4. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
5. Gupta,2006, Financial Accounting for Management – An Analytical Perspective, Pearson.

MBA (I Sem)		L	T	P	Cr.
	<b>23MB04</b> <b>Quantitative Analysis for Business Decisions</b>	4	-	-	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO 1</b>	To apply the quantitative methods for business decision-making.
<b>CEO 2</b>	To understand the topic of linear programming problems and its use in practical problems for optimization.
<b>CEO 3</b>	To assess the concepts of transportation and assignment and their limitations as applied to problems in the industry.
<b>CEO 4</b>	To analyze the usage of various statistical tools to interpret the data.
<b>CEO 5</b>	To identify and evaluate the parts of the queuing system and different types of models.

**Course outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Apply the need to use a quantitative approach for effective decision-making.
<b>CO2</b>	Demonstrate the topic of linear programming problems and its use in practical problems for optimization.
<b>CO3</b>	Solve Transportation and Assignment problems using appropriate methods.
<b>CO4</b>	Analyze various simple & advanced statistical tools and interpret data
<b>CO5</b>	Evaluate various components of a queuing system and description of each of them.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	2			
<b>CO2</b>	1		2	1	1
<b>CO3</b>	2		3		1
<b>CO4</b>	1	2		1	
<b>CO5</b>	1	2			1

**1= Slight (low), 2=Moderate (Medium), 3=Substantial (High)**

**Prerequisite:** Basic Knowledge in Mathematics and Statistics

### **Unit-I**

**Introduction to Quantitative analysis:** History and development of Quantitative Approach, Definitions of Operations Research, Quantitative analysis, and Decision Making, Quantitative analysis vs. Qualitative Analysis.

**Decision Theory:** Steps of Decision-Making process, Types of Decision-Making environments: Under Uncertainty, under Risk; Decision Trees Analysis.

### **Unit-II**

**Linear Programming:** Introduction, Basic Assumptions, Structure of linear Programming model, Formulation of LPP, Solution by the Graphical method: Multiple Optimal Solutions, Unbounded Solution, Infeasible Solution; Simplex method. Applications, Advantages, Limitations

### **Unit-III**

**Transportation Problem:** Mathematical model, IBFS, Test for Optimality and Managerial applications.

**Assignment Problem:** Mathematical model, Solutions of A.P., Variations of A.P. and Travelling Salesman Method.

### **Unit-IV**

**Statistical Inference:** Introduction, Hypothesis and Hypothesis testing, Directions, and errors in hypothesis testing, parametric vs. non-parametric tests, Hypothesis Testing for population Parameters with Large Samples (z-test), Hypothesis Testing for population with small samples (t-test), Hypothesis testing based on F-Distribution (F-test), Chi-Square test

### **Unit-V**

**Linear correlation:** Types of Correlation, Methods of Studying Correlation: Scatter diagram method, Karl Pearson's coefficient of correlation and Rank correlation.

**Linear Regression Analysis:** Linear and Non-linear regression, lines of regression, coefficients of regression.

**Queuing theory:** Queuing structure and basic components of Queuing Model, distributions in queuing model, differences in queuing model with FCFS, Queue Discipline, Single and Multiple service servers with finite and infinite populations. Special purpose Queuing Models.

### **Relevant case study discussions in all units**

### **Text Books**

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
2. Aczel A.D. and Sounder pandian J., "Complete Business Statistics", 6th edition, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 2012.

### **References**

1. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3. Anderson, Sweeney, Williams, Camm, Martin, Quantitative methods for Business, 12e, Cengage Learning, 2013.

MBA (I Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB05</b> <b>Legal and Business Environment</b>	4	-	-	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO1</b>	To make students understand the issues of the Indian business environment in an integrated manner.
<b>CEO2</b>	To familiarize students with the various political and economic environmental issues.
<b>CEO3</b>	To understand the basic issues of the legal environment legitimately.
<b>CEO4</b>	To know the legal documentation and procedures required to run the business firms such as partnerships and companies.
<b>CEO5</b>	To acknowledge the information regarding the Miscellaneous Act and to manage the business by duly following legality.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the impact of environmental issues while operating a business.
<b>CO2</b>	Evaluate the political and economic environments of business.
<b>CO3</b>	Describe fundamental laws of business and how to operate firms effectively.
<b>CO4</b>	Analyze documentation process while formation and operation of partnership and company business.
<b>CO5</b>	Apply knowledge of business concepts and functions in an integrated manner through miscellaneous acts.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	2	-	2	-
<b>CO2</b>	-	-	-	1	-
<b>CO3</b>	2	-	-	-	-
<b>CO4</b>	1	2	-	1	-
<b>CO5</b>	1	2	-	-	-

1= Slight (low), 2=Moderate (Medium), 3=Substantial (High)

**Prerequisite:** Basic Knowledge of business activities.

### **Unit-I**

**Introduction:** Concept of Business Environment-Definition-Characteristics- Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India- Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

### **Unit-II**

**Economic and Political Environment:** Concept-Definition of Economic Environment- Economic Systems- Relative merits and demerits of each system-Economic Policies- Monetary-Fiscal- Industrial policies since independence and their significance – regulatory and promotional framework. Structure of Indian Economy- Nature and significance. Economic Planning- Objectives, Merits, Limitations- Concept and Meaning of Political Environment.

### **Unit-III**

**Legal Environment:** - Business Law: Meaning, scope and need for Business Law- Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract, and Remedies. Intellectual Property Rights. Negotiable Instruments Act 1881.

### **Unit-IV**

**Company Act 2013:** Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital Signature-Cyber Frauds.

### **Unit-V**

**Miscellaneous Acts:** Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

### **Relevant case study discussions in all units**

### **Textbooks**

1. K. Aswathappa – Essentials of Business Environment, Himalaya Publishing House, 2008.
2. S.N. Maheswari & S.K. Maheswari – A Manual of Business Laws, Himalaya Publishing House, 2013.

### **References**

1. Francis Cherunillam, Business Environment, Himalaya Publishers.
2. K.Aswathappa, Essentials of Business Environment, Himalaya Publishers.
3. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers4.
4. N.D.Kapoor , Mercantile Law, Sultan Chand Publishers.

MBA (I Sem)		L	T	P	Cr
<b>23MB06</b>		4	-	-	4
<b>Business Communication and Personality Development</b>					

**Course Educational Objectives (CEOs):** In this course, the students will learn.

<b>CEO1</b>	To communicate effectively in a business context by demonstrating strong interpersonal skills and appropriate body language. They will be able to engage in professional interactions, build rapport, and convey information with clarity.
<b>CEO2</b>	To comprehend and engage with various forms of written and spoken business communication, including reports, presentations, and discussions.
<b>CEO3</b>	To gain the skills to identify areas for improvement, set personal development goals, and take steps to enhance their overall professional growth.
<b>CEO4</b>	To develop confidence in students and to participate in job interviews, group discussions, and other professional settings.
<b>CEO5</b>	To make the students proficient in various forms of written business communication.

**Course outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Communicate effectively in business by exhibiting good interpersonal skills and appropriate body language.
<b>CO2</b>	Enhance listening and reading skills by employing a wide range of business vocabulary.
<b>CO3</b>	Assess their strengths and weaknesses, both in their personality development and productivity.
<b>CO4</b>	Face interviews and group discussions with confidence and attain their realistic goals and objectives.
<b>CO5</b>	Write business letters, memos, reports, e-mails, synopsis, etc., using appropriate language.

**Co-Po Articulation Matrix:**

Course Outcomes	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	-	-	-	3	3
<b>CO2</b>	-	-	-	3	3
<b>CO3</b>	-	2	2	3	3
<b>CO4</b>	-	-	-	3	3
<b>CO5</b>	-	-	-	3	3

1=Slight (low)2=Moderate (Medium)3=Substantial (High)

**Prerequisite:** Basic knowledge of grammar, vocabulary, and ability to speak, write, and understand simple sentences in English.

### **Unit-I**

**Introduction:** Role of Communication in Business-Process and Channels of Organizational Communication; Verbal and Non-verbal Communication-Body Language; Cross-Cultural Communication-Problems and Challenges; Barriers to Effective Communication; Interpersonal Vs Intrapersonal Communication.

### **Unit-II**

**Functional Listening and Reading & Functional English:** Dynamics of Listening - Process involved-Types of Listening; Reading Comprehension- Scanning, Skimming, Reading between lines and Critical Reading; Business English Vocabulary.

### **Unit-III**

**Soft Skills:** Goal setting, Empathy- Conflict Resolution- Team Building – Leadership qualities – Importance of Teamwork; Time management; Decision Making.

### **Unit-IV**

**Presentation Skills:** Presentation Strategies – Types of Presentations- Video conferencing- Seminars – Technical Paper Presentation –Group Discussions –Brainstorming Sessions–Participating in Meetings– Formal and Informal Interviews

### **Unit-V**

**Business Writing:** Business Correspondence- Significance–Letters (Business, complaint, explanation, and Transmittal)- Drafting Memos and Minutes - E-mail Etiquette and Web notes – Executive Summary and Abstract-Fundamentals of Thesis Writing–Business Proposal Writing-Report Writing-Types of Reports.

### **Relevant case study discussions in all units**

### **Textbooks**

1. Meenakshi Raman, “Business Communication”, Oxford University Press, NewDelhi.,2008.
2. Lokesh Mehra et al “Corporate Employability skills”, CEGR, I Edition,2016
3. Wallace and Masters “Personality Development”–Cengage Publishers

### **References**

1. Ramesh & Ramesh, “Ace of Soft Skills”, Pearson Education, New Delhi, 2009.
2. Rizvi Ashraf M., “Effective Technical Communication”, Tata Mc Graw Hill, New Delhi, 2008.
3. Stephen R Covey, The 7 Habits of Highly Effective People, II Edition, Simon and Schuster UK Ltd., 2004.
4. Leo Jones & Richard Alexander, “New International Business English”, Cambridge University Press, New Delhi, 2009.

<b>MBA (I Sem)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB71</b> <b>Information Technology Lab</b>	1	-	2	2

**Course Educational Objective (CEOs):** In this course, the students will learn.

<b>CEO1</b>	To equip students with the basic information technologies available for improving managerial performance.
<b>CEO2</b>	To Identify and operate basic components of the computer and Microsoft Word.
<b>CEO3</b>	To recognize major components of the PowerPoint window and create a presentation.
<b>CEO4</b>	To point out major components of the Excel window.
<b>CEO5</b>	To create, add, modify, and delete records from a database.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the computer fundamentals, computer software, and functions of operating systems.
<b>CO2</b>	Define MS Office software, learn how to open, save, and print existing files, and apply formatting techniques to produce professional documents.
<b>CO3</b>	Determine layout to achieve desired formatting and calculations for accurate workbook design
<b>CO4</b>	Design and develop presentation content to create presentation slides by entering text, data, and graphics.
<b>CO5</b>	Create a relational database using given data.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	1	1	-	1
<b>CO2</b>	2	-	-	-	1
<b>CO3</b>	3	2	-	-	-
<b>CO4</b>	2	1	1	2	-
<b>CO5</b>	2	1	-	1	1

**1= Slight (low), 2=Moderate (Medium), 3=Substantial (High)**

**Prerequisite:** Basic knowledge of the fundamentals of computers and their operation.

**Exercise-I:**

**Fundamentals of Computer:** CPU, Basic logic gates, Computer Memory and Mass storage devices, Computer Hierarchy, Input Technologies, Output Technologies, Number Systems and Arithmetic: Decimal, Binary, Octal, and Hexadecimal Number Systems, Binary Arithmetic.  
**Computer Software:** Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters, Process of Software Development.  
**Operating Systems-** Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real-time Systems)

**Exercise -II**

**MSWord:** Text Basics, Text Formatting and saving files, Working with Objects, Header & Footers, working with bullets and numbered lists, Tables, Merging Documents, Sharing and Maintaining Documents, Proofing the document, Printing.

**Exercise -III**

**Introductory concepts of MS-EXCEL:** Introduction to Excel, formatting Excel workbook, Perform Calculations with Functions, Sort and Filter Data with Excel, Lookup Functions, Data Validations, Logical Functions, WHAT IF ANALYSIS, Protecting and Sharing the workbook, Use Macros to Automate Task, Proofing and Printing.

**Working with charts:** Charts and Slicers, Create Effective Charts to Present Data Visually, Analyze Data Using PivotTables and Pivot Charts, Array Functions, EXCEL DASHBOARD

**Exercise-IV**

**MS POWER POINT:** Setting Up PowerPoint Environment, creating slides and applying themes, working with bullets, and numbering, Working with Objects, Hyperlinks, and Action Buttons, Working with Movies and Sounds, Animation and Slide Transition, and Slide show options.

**Exercise-V**

**Introduction to MS-ACCESS:** Exploring Access Environment, designing a Database, creating a Relational Database in Access, Managing Data in a Table, querying a Database, Designing Forms, and Working with Reports.

**Photoshop:** Basic utilities and tools, that help them to edit a photograph, toolbars, saving files, Using help and resources.

**Introduction to Google Forms:** Creating, sharing.

**Relevant case study discussions in all units**

**Textbooks**

1. Fundamentals of Computers by E. Bala Gurusamy, Publisher: McGraw Hill Education
2. Learning Microsoft® Office 2013 Deluxe Edition Pearson.
3. Foundations of IT, Dhiraj Sharma, Excel books.

**References**

1. P.K. Vishwanathan, 2003, Business Statistics, An applied orientation” Pearson.
2. Microsoft Office Professional 2010 Step by Step eBook by Joyce Cox, Joan Lambert, and Curtis Frye.
3. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw-Hill.

MBA (I Sem)		L	T	P	Cr.
<b>23MB72</b>		1	-	2	2
<b>Business Communication &amp; Personality Development LAB –I</b>					

**Course Educational Objectives (CEOs):** In this course, the students learn

<b>CEO 1</b>	To demonstrate a high level of proficiency in administrative and professional skills, including time management, organization, and effective use of office tools and software.
<b>CEO 2</b>	To interpret and present ideas relevantly within team discussions.
<b>CEO 3</b>	To deliver engaging and effective presentations and public speeches using appropriate language and communication techniques.
<b>CEO 4</b>	To possess the skills to craft impressive resumes and exhibit proper etiquette and confidence during job interviews.
<b>CEO 5</b>	To develop highly effective communication skills, both written and verbal, which are essential for success in administrative and professional roles

**Course outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Acquire proficiency in Administrative and Professional Skills.
<b>CO2</b>	Interpret and present ideas relevantly while discussing in teams.
<b>CO3</b>	Acquire expertise in presentations and public speeches with effective language.
<b>CO4</b>	Prepare an impressive resume and face interviews with etiquette and confidence.

**Co-Po Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	-	1	1	3	2
<b>CO2</b>	-	1	1	3	3
<b>CO3</b>	-	1	1	3	2
<b>CO4</b>	-	1	1	3	2
<b>CO5</b>	-	1	1	3	2

1=Slight(low),2=Moderate (Medium),3=Substantial (High)

**Pre-requisites:** Fundamentals in English

**Syllabus: Business Communication Lab (BCS) shall have two parts:**

**Computer Assisted Language Learning (CALL) Lab** for 60 students with 60 systems, LAN facility, and English language software for self-study by learners.

**Interactive Communication Skills (ICS) Lab.** with movable chairs and audio-visual aids with a P.A System, a T.V., a digital stereo – audio & video system and camcorder etc.

**Unit-I**

ICS LAB- Ice- Breaking Activity–Introducing Oneself- JAM-Extempore

**Unit-II**

ICS LAB- Group Discussion–Issues related to Industry & Business–Discussions on News Articles

**Unit-III**

ICSLAB-Public Speeches–TV Programme Analysis–Ad making.

**Unit-IV**

ICS LAB-Seminar Talk- Poster Presentations and PowerPoint Presentations (Industry and Business)

**Unit-V**

ICS LAB-Writing Resume and Job Cover Letter; Interview Skills–Types and Process of Interviews–Strategies.

**Textbooks**

1. Effective Technical Communication by M Ashraf Rizvi., Publisher: TATA Mc Graw- Hill
2. Personality Development & Soft Skills by Barun K. Mitra.

**Suggested Software**

1. Digital Mentor: Globarena, Hyderabad,2005
2. Sky Pronunciation Suite: Young India Films,Chennai,2009

## **Virtual English and Communication**

(Any four from the list given below)

### **Business Communication**

Business Communication is any communication that encourages a product, a type of service, or an organization to enhance sales prospects. <https://ve-iitg.vlabs.ac.in/Business%20Communication.html>

### **Common Errors in English**

The Common Errors in English module is intended to help users avoid the common mistakes made in the use of the English language. <https://ve-iitg.vlabs.ac.in/Common%20Error.html>

### **Communication Skills**

The Common Errors in English module is intended to help users avoid the common mistakes made in the use of the English language. <https://ve-iitg.vlabs.ac.in/Communication%20Skill.html>

### **Grammar**

Grammar is the methodical study and description of the structure of a language. <https://ve-iitg.vlabs.ac.in/Grammer.html>

### **Technical communication**

Technical communication is a style of writing which enables readers to understand a processor concept. <https://ve-iitg.vlabs.ac.in/Technical%20Communication.html>

### **Vocabulary**

Vocabulary is the knowledge of words and word meanings and is a prime tool for communication in a language. <https://ve-iitg.vlabs.ac.in/Vocabulary.html>

### **Reading and Comprehension**

Reading comprehension involves the same as how well an individual grasps what is read. <https://ve-iitg.vlabs.ac.in/Reading%20and%20Comprehension.html>

### **Listening Skills**

Active listening is a form of listening that emphasizes what a person says and involves an understanding of the context of the message as well as the emotions underlying it.

<https://ve-iitg.vlabs.ac.in/Listening%20Skills.html>

# **II SEMESTER**

MBA (II Sem)		L	T	P	Cr.
	<b>23MB07</b> <b>Financial Management</b>	4	-	-	4

**Course Educational Objectives (CEOs):** -In this course, the students will learn

CEO 1	To help the students develop cognizance of the importance of Financial Management in corporate valuation
CEO 2	To enable students to describe how people analyze corporate leverage under different conditions and understand how people evaluate different corporate methodologies in acquiring of finance.
CEO 3	To provide the students to analyze specific characteristics of investment decision and their future actions for capital budgeting and learn the significance of the time value of money.
CEO 4	To enable students to synthesize related information and evaluate dividend decisions for the most logical and optimal solution they would be able to predict and control debt-equity incurrence and improve results.
CEO 5	To discuss the role of the Working capital management for the successful operations of the business.

**Course Outcomes (Cos):** At the end of the course, students will be able to

CO1	Understand the fundamentals of financial management and make them effective managers.
CO2	Demonstrate the concept of capital structure for effective financial decisions.
CO3	Apply the capital budgeting techniques to select the project proposals.
CO4	Evaluate various approaches to be followed for wealth maximization of shareholders.
CO5	Illustrate the classification and working capital management.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	-	1
CO2	2	3	1	2	2
CO3	1	3	1	-	1
CO4	2	3	1	1	-
CO5	1	3	-	-	2

1= Slight (low), 2=Moderate (Medium),3=Substantial (High)

**Prerequisite:** Basic knowledge of accounting and business economics

**Unit – I**

**Financial Management:** Concept - Nature and Scope – Evolution of Financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives – Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of the financial manager.

**Unit –II**

**Financing Decision:** Sources of finance – Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

**Unit – III**

**Investment Decision:** Concept of Time Value of money – Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – **Capital Budgeting** Process – Techniques of Investment Appraisal – Payback period, Accounting Rate of Return, Time Value of Money – DCF Techniques- Net Present Value, Profitability Index, and Internal Rate of Return.

**Unit – IV**

**Dividend Decision:** Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend Valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

**Unit – V**

**Liquidity Decision:** Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies – Inventory Management.

**Relevant case study discussions in all units**

**Textbooks**

1. Khan & Jain P.K, Financial management: Text & Problems, Tata McGraw-Hill, New Delhi.
2. I M Pandey, Financial management, 9<sup>th</sup> edition, Vikas Publishing House Pvt Ltd, New Delhi-2005

**Reference**

1. Eugene F Brigham Financial management: Theory & Practices, 9<sup>th</sup> edition, the Dryden Press-1999.
2. Van Horne, Financial Management & Policy, 12<sup>th</sup> edition, Prentice Hall New Delhi.
3. Damodaran, Aswath.john, Corporate finance: Theory & Practices, 2<sup>nd</sup> edition, wiley& sons.
4. Prasanna Chandra, Financial management: Theory & Practices, 7<sup>th</sup> edition, Tata McGrahill, New Delhi-2004.

MBA (II Sem)		L	T	P	Cr.
	<b>23MB08</b> <b>Human Resource Management</b>	4	-	-	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO 1</b>	To enable students, to understand the significant role played by HRM departments and familiarize them with the process of manpower planning
<b>CEO 2</b>	To explain to students the scientific recruitment and selection processes and their merits and demerits
<b>CEO 3</b>	To ensure students' knowledge about different techniques of managing employee careers
<b>CEO 4</b>	To make students recognize the importance of evaluating job performances and offering competitive pay packages to employees
<b>CEO 5</b>	To familiarize students with the usual disciplinary and grievance-handling procedures

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand HRM practices and apply them effectively in the real-time business to increase productivity.
<b>CO2</b>	Apply job analysis, scientific recruitment, and selection processes for higher productivity
<b>CO3</b>	Determine organizational growth by designing and implementing appropriate training and development programs.
<b>CO4</b>	Demonstrate relevant performance appraisal and compensation systems to meet individual and organizational strategic needs
<b>CO5</b>	Analyze disciplinary and grievance mechanisms to ensure stability and smooth functioning of the organization

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	-	1	1	1
<b>CO2</b>	1	2	1	-	1
<b>CO3</b>	1	1	2	-	-
<b>CO4</b>	2	-	2	-	1
<b>CO5</b>	3	2	1	-	2

1= Slight (low), 2=Moderate (Medium), 3=Substantial (High)

**Prerequisite:** Basic knowledge of Principles of management

**Unit – I**

**Introduction to HRM:** Definition – Functions – Personnel policies and principles; Human Resource Planning: Definition – Objectives – Process – Assessing Current Human Resources – Importance of HRP – Current Trends in HRM/HRP

**Unit – II**

**Job Analysis and Design:** Job Analysis – Process – Uses – Methods; Job Description – Job Specification; Job Design – Factors Affecting Job Design – Different Approaches; Hackman & Oldham's Job Characteristics Model; Job Enlargement and Job Enrichment.

**Recruitment and Selection:** Recruitment – Process – Sources, advantages, and disadvantages – e-Recruitment; Selection – Process – Barriers to effective selection.

**Unit – III**

**Managing Careers:** Career Planning – Its Elements; Promotions – Transfers – Separations; Career Development – Initiatives – Employee commitment; **Training and Development:** Nature – Inputs – As a source of competitive advantage; Training process – Training Methods – Evaluation; Employee Development – Methods

**Unit – IV**

**Performance Appraisal:** Definition – Objectives – Process – Methods – Purposes; Job Evaluation – Methods; **Compensation Management:** Components of remuneration – Importance of an ideal compensation system – factors influencing employee remuneration; Concepts of Wages – Incentives – Types of incentive plans – Guidelines for Effective Incentive Plans; Employee Benefits – Need – Types.

**Unit – V**

**Employee Discipline: Definition** – Causes of indiscipline – Kinds of punishments/penalties; Misconduct – Forms of misconduct – Procedure for Disciplinary Action– Principles of Maintaining Discipline; **Grievance Handling:** Causes of Grievance – Grievance procedure – Advantages.

**Labour Laws:** Importance – sources – objectives; Ethical issues in HRM – HR Audit – Challenges of HRM

**Relevant case study discussions in all units**

**Textbooks**

1. K. Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2007.
2. Gary Dessler: “*Human Resources Management*”, PHI, New Delhi, 2007.

**References**

1. Biswajeet Pattanayak: “*Human Resource Management*”, PHI, New Delhi, 2001.
2. P. Subba Rao: “*Personnel and Human Resource Management – Text and Cases*”, Himalaya Publishing House, Mumbai, 2010.
3. P G Aquinas: “*Human Resources Management*”, Vikas Publishing House, New Delhi, 2010.
4. B.B. Mahapatro: “*Human Resource Management*”, New Age International Publishers, New Delhi, 2010.

MBA (II Sem)		L	T	P	Cr.
	<b>23MB09</b> <b>Marketing Management</b>	4	-	-	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO 1</b>	To develop greater insight into concepts of marketing and strategies.
<b>CEO 2</b>	To understand the basis for market segmentation, targeting & positioning.
<b>CEO 3</b>	To make the students understand product strategies and pricing strategies.
<b>CEO 4</b>	To explain marketing communication concepts.
<b>CEO 5</b>	To provide necessary distribution and marketing control concepts.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Apply their knowledge to develop appropriate marketing strategies.
<b>CO2</b>	Determine marketing strategies based on segmentation, target marketing, and positioning by examining consumer behavior.
<b>CO3</b>	Describe the competencies to enhance the product offerings and pricing decisions.
<b>CO4</b>	Demonstrate knowledge to create integrated marketing communication strategies.
<b>CO5</b>	Examine marketing control and distribution strategies.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	1	2	3	1
<b>CO2</b>	1	2	-	-	3
<b>CO3</b>	1	-	3	2	-
<b>CO4</b>	2	3	-	-	1
<b>CO5</b>	1	-	1	2	2

**1= Slight (low), 2=Moderate (Medium), 3=Substantial (High)**

**Prerequisite:** Fundamentals of Principles & Operational Functions of Management

**Unit -I**

**Introduction to Marketing:** Definition-importance-Elements of marketing-Functions of marketing - Selling vs marketing, Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept - Green Marketing Concept - Indian Marketing Environment.

**Unit -II**

**Market Segmentation, Targeting, and Positioning:** Identification of Market Segments

- Segmenting Consumer Markets and business markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy. Understanding Consumer Behavior.

**Unit -III**

**Product and Pricing Aspects:** types of product levels– Product Line, Product Mix-New product development- Product Life cycle –Brand Related decisions- Pricing- Objectives of Pricing - Methods of Pricing –Pricing strategies influencing pricing decisions.

**Unit -IV**

**Marketing Communication:** Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising, Sales Promotion - Public Relations and Direct Marketing - Salesforce– Determining the Sales Force Size - Salesforce Compensation.

**Unit -V**

**Distribution, Marketing Control:** Channels of Distribution- Types of middlemen- Intensive, Selective, and Exclusive Distribution- Marketing Control- Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control. Digital marketing-CRM-Rural Marketing-Services marketing-Global marketing.

**Relevant case study discussions in all units**

**Textbooks**

1. Philip Kotler, Kevin Lane Keller, Abraham koshy& Mithileswar Jha“Marketing management “- Pearson 14<sup>th</sup> edition, New Delhi -2013
2. VS Ramaswamy, S.Namakumari “Marketing management”- 3/e, Macmillan, New Delhi, 4<sup>th</sup>edition, 2013

**References**

1. Phillip Kotler: “Marketing Management”, Pearson Publishers, New Delhi,2013.
2. Rajan Saxena: “Marketing Management”, Tata McGraw Hill, New Delhi, 2012.
3. Tapan K Panda: “Marketing Management”, Excel Books, New Delhi,2012
4. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “Marketing”, Oxford University Press, Chennai,2013
5. Vijay prakashanand – Marketing management \_ Biztantra&vailey publishers
6. RSN Pillai and Bhagawati – Modern marketing principles and practices –S Chand publications
5. K Karunakaran- Marketing management- Himalaya publishers-2013.

MBA (II Sem)		L	T	P	Cr.
	<b>23MB10</b> <b>Production &amp; Operations Management</b>	4	-	-	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO 1</b>	To make the student learn the concepts of production and operations management.
<b>CEO 2</b>	To enable the student to know the product design and process design technologies.
<b>CEO 3</b>	To enlighten the students with the concept of Production Planning and Control.
<b>CEO 4</b>	To create awareness about materials management.
<b>CEO 5</b>	To create an opportunity to learn concepts of quality management.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the concepts relating to production and operations management activities.
<b>CO2</b>	Design products and processes make decisions related to plant location and layout.
<b>CO3</b>	Interpret the production scheduling process effectively by using appropriate materials Management techniques.
<b>CO4</b>	Evaluate various methods of materials management techniques.
<b>CO5</b>	Analyze the quality of products through total quality management.

**CO-PO Articulation Matrix**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	-	1	3	-
<b>CO2</b>	1	2	2	-	3
<b>CO3</b>	3	2	-	2	-
<b>CO4</b>	2	1	2	-	1
<b>CO5</b>	1	1	-	1	2

**1=Slight(low),2=Moderate (Medium),3=Substantial (High)**

**Pre-requisite:** Basic knowledge of Management and Statistics

**Unit –I**

**Introduction to Production and Operations Management:** Historic Evolution, Differences between Manufacturing and Operations, types of production system, OM scenario today. Recent trends in Operations management, Types of Production Systems, Challenges and opportunities in Operations management, Just in Time (JIT) & lean systems.

**Unit –II**

**Product Design and & process Selection:** Stages in Product Design Process, Value analysis, facility location, factors affecting plant location, Plant layout: Types of layouts, characteristics, advantages, and Disadvantages (*Problems on plant location*)

**Unit-III**

**Production planning and Control:** Stages in PPC-Scheduling in Job, Shop Type Production, Assignment, and Sequencing, Scheduling in Mass, Continuous, and Project Type Production, Line balancing, Gantt charts.

**Productivity:** Basic Concepts, Productivity Cycle, Productivity Engineering and Management, types of productivity. (*Problems on Sequencing*). Work study- Method Study, Steps in Method Study; Procedure for Work measurement,

**Unit-IV**

**Materials Management-** Objectives, components, purchase management, store management, inventory management, Types of inventory, Methods of inventory control, (ABC, VED, FSN, SDE).(*Problems with inventory and stock levels*)

**Unit -V**

**Quality Management:** Quality –Definition, Dimension, Cost of Quality, Quality Circles-Continuous improvement (Kaizen), ISO (9000&14000 series), Statistical Quality Control: Control Charts for variables and attributes, acceptance sampling, Quality assurance, Six Sigma, Quality circles, Deming 14 principles, quality standards. (*Problems on SQC*).

**Relevant case study discussions in all units**

**Textbooks**

1. K.Aswathappa &K Sridhar Bhat,“ Production and Operations Management “Himalaya Publishing House, Mumbai,2023.
2. William J Stevenson: “Operations Management”, Tata Mc Graw Hill, New Delhi,2022.
3. Nair NG: “Production and Operations management “Tata McGraw Hill, New Delhi,2009

**References**

1. S A Chunawalla,D R Patel:” Production& Operations Management”, Himalaya Publishing House, Mumbai,2016.
2. James R Evans and David A. Collier: Operations Management” , Cengage Learning India Private Limited, New Delhi, 2009.
3. Joseph, S Martinich, POM,John Wiley & sons Canada2003.
4. P. Ramamurthy, POM, New Age International publishers,2012.

MBA (II Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB11 Business Research Methods</b>	4	-	-	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO 1</b>	This course provides students with the opportunity to learn several research techniques, methods, and tools.
<b>CEO 2</b>	The main aim of the course is to equip the student with the knowledge of doing research projects both at academic and higher levels.
<b>CEO 3</b>	The student will be given instructions on how research is systematically designed and/or planned.
<b>CEO 4</b>	An important objective of the course is to acquaint students with various instruments used in conducting a social survey.
<b>CEO 5</b>	The course intends to familiarize students with data analysis and report-writing techniques.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Demonstrate a thorough understanding of how research is conducted in the business management domain.
<b>CO2</b>	Familiarized with the data collection methods and procedures and make their research studies scientific.
<b>CO3</b>	Understand the concepts of scaling and measurement in management research, particularly relating to qualitative data.
<b>CO4</b>	Apply several statistical techniques for analyzing the data gathered by them.
<b>CO5</b>	Apply a logical and descriptive writing approach in their presentation of research findings.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	1	1	1	2
<b>CO2</b>	3	2	1	1	1
<b>CO3</b>	3	2	1	1	1
<b>CO4</b>	3	3	2	2	2
<b>CO5</b>	1	1	1	3	1

**1= Slight (low), 2=Moderate (Medium), 3=Substantial (High)**

**Prerequisite:** Successful completion of QABD course in I semester

**Unit – I**

**Research:** Meaning, objectives, and Significance; Role of business research and applications Research process; Ethics in business research; Types of Research: Pure vs. Applied research, Qualitative vs. Quantitative research, Exploratory research, Descriptive research and Experimental Research, Case Study Method of research, Ethics and business research, Technology used in business research, the research process.

**Unit – II**

**Research Design:** Meaning and Goals of Research Design, Characteristics, Phases; Primary and Secondary data: Data Collection Methods; Questionnaire Design; Sampling design and sampling procedures. Sampling techniques, determination of sample size; Pilot study.

**Unit – III**

**Measurement and Scaling:** Concepts; Attitude measurement; psychological and social instruments used in management science, Levels of measurement and types of scales; Criteria for good measurement, reliability, and validity.

**Unit – IV**

**Data Analysis:** Processing of Raw Data: Editing, Coding, Classification, and Tabulation; Graphical and Diagrammatic representation of data; Statistical Tests: Parametric tests, correlation test, t-test, z-test and chi-square test and non-parametric tests; Mann Whitney U test and Wilcoxon test their significance. Hypothesis: characteristics, formulation, Hypothesis testing procedure.

**Unit – V**

**Report Writing:** Report writing and significance, Different steps in report writing, Layout of the research report, Precautions. Preparation of project abstract concerning management research.

**Relevant case study discussions in all units**

**Textbooks**

1. Cooper R .Donald and Schindler S. Pamela: “*Business Research Methods*”, 9/e, Tata McGraw Hill, New Delhi,2006.
2. Kothari: C R,Garg, Gaurou “*Research Methodology*, New Age International Publishers, New Delhi, 2014.

**References**

1. Krishna Swamy .OR and Obul Reddy . D. *Research Methodology and Statistical tools* 1<sup>st</sup> editions Himalaya Publishing House, New Delhi. 2012.
2. Narayana Reddy P, Acharyulu GVRK, “*Research Methodology and Statistical Tools*”, 2<sup>nd</sup> Ed., Excel Books, New Delhi, 2016
3. Panneer selvam R: “*Research Methodology*”, PHI Learning Private Limited, New Delhi, 2009.

<b>MBA (II Sem)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB61 Business Analytics (Open Elective)</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO 1</b>	To provide an understanding of basic concepts of Business Analytics.
<b>CEO 2</b>	To understand analytics like Descriptive, Predictive, and Prescriptive Analytics and an overview of Programming using R.
<b>CEO 3</b>	To understand the concept of Data Mining
<b>CEO 4</b>	To know about perspective analytics and business perspective
<b>CEO 5</b>	To get awareness of R software

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the fundamental concepts of Business Analytics
<b>CO2</b>	Demonstrate systematic and deep understanding of Descriptive analytics that include Descriptive statistics and Data Visualization
<b>CO3</b>	Illustrate Regression Analysis and Data Mining
<b>CO4</b>	Interpret the concept and issues of Perspective analytics and linkage with data analytics
<b>CO5</b>	Describe R software & environment in big data analytics

### **CO-PO Articulation Matrix**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	-	2	-	1
<b>CO2</b>	1	2	-	1	-
<b>CO3</b>	-	1	1	2	2
<b>CO4</b>	2	2	-	1	-
<b>CO5</b>	-	1	2	2	1

**1= Slight (low),2=Moderate (Medium), 3=Substantial (High)**

**Prerequisite:** Basic knowledge of descriptive and inferential statistics.

### **Unit-I**

**Introduction to Business Analytics:** Definition of Business Analytics, Categories of Business Analytical Methods and Models, Business Analytics in Practice, Big Data – Overview of Using Data, Types of Data.

### **Unit-II**

**Descriptive Analytics:** Overview of Description Statistics (Central Tendency, Variability), Data Visualization – Definition, Visualization Techniques – Tables, Cross Tabulations, Charts, Data Dashboards Using MS-Excel & SPSS.

### **Unit-III**

**Predictive Analytics:** Trend Lines, Regression Analysis – Linear and Multiple, Forecasting Techniques, Data Mining – Definition, Approaches in Data Mining – Data Exploration and Reduction, Classification, Association, Cause and Effect Modelling.

### **Unit-IV**

**Prescriptive Analytics:** Overview of Linear Optimization, Non-linear Programming Integer Optimization, Cutting Plane Algorithm and Other Methods, Decision Analysis – Risk and Uncertainty Methods.

### **Unit-V**

**Programming Using R:** R Environment, R Packages, Reading and Writing Data in R, R Functions, Control Statements, Frames and Subsets, Managing and Manipulating Data in R.

### **Relevant case study discussions in All units**

### **Textbooks**

1. Fundamentals of Business Analytics, 2<sup>nd</sup> Edition, WILEY Publications, 2018.
2. Business Analytics 2<sup>nd</sup> Edition, James Evans, Pearson Publication, 2012.

### **References**

1. Analytics: Data Science, Data Analysis and Predictive Analytics for Business, 5<sup>th</sup> Edition, Daniel Covington, 2019.
2. Business Analytics: Data Analysis & Decision Making, 6<sup>th</sup> Edition, Christian Albright & Wayne L. Winston, Cengage Publication, 2017.
3. Data Mining for Business Analytics: Concepts, Techniques, and Applications, Galit Shmueli, Peter C. Bruce & Nitin R. Patel, 3<sup>rd</sup> Edition, WILEY Publication, 2011

MBA (II Sem)		L	T	P	Cr.
	<b>23MB62</b> <b>Cross Cultural Management</b> <b>(Open Elective)</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO 1</b>	To understand the importance of cross-culture in the conduct of business
<b>CEO 2</b>	To provide deeper insights to students in cross-cultural management
<b>CEO 3</b>	To familiarize students with the significance of culture, values, and style of doing business by an organization
<b>CEO 4</b>	To motivate students to accept cultural differences and how to resolve organizational conflicts
<b>CEO 5</b>	To enhance the ability and performance of students during international encounters

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the influence of national culture on a particular business
<b>CO2</b>	Demonstrate the cultural dilemmas and realize the significance of cultural values
<b>CO3</b>	Illustrate the perfect strategy between leadership and culture
<b>CO4</b>	Describe barriers in intercultural communication and resolve them appropriately
<b>CO5</b>	Understand the cross-cultural conflicts and differences and handle them effectively

### **CO-PO Articulation Matrix**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	-	1	3	2
<b>CO2</b>	1	1	-	2	-
<b>CO3</b>	1	2	2	-	2
<b>CO4</b>	-	1	1	2	2
<b>CO5</b>	3	-	1	2	2

**1= Slight (low), 2=Moderate (Medium), 3=Substantial (High)**

**Prerequisite:** Basic Knowledge of cultural dimensions, the impact of culture on business behavior and practices

**Unit – I**

**Introduction** – Determinants of Culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

**Unit – II**

**Cultural Dimensions and Dilemmas:** Value Orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

**Unit – III**

**Culture and Organizations:** Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

**Unit – IV**

**Culture and Communications:** Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

**Unit – V**

**Cross-cultural Team Management:** Working with International teams – Group processes during international encounters – Conflicts and cultural differences – Understanding and dealing with conflicts – Developing Intercultural relationships.

**Relevant case study discussions in All units**

**Textbooks**

1. Madhavan, Shobhana, 2016, Cross-cultural Management – Concepts and Cases, Oxford University Press. Second Edition. New Delhi
2. Sinha, Jai B.P. 2004. Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi
3. Browaeys, Marie Joelle and Roger Price, 2010, Understanding Cross-cultural Management, Pearson Education, New Delhi

**References**

1. Marie-Joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
2. David C. Thomas: Cross-Cultural Management, 2/e, Sage Publications, 2014.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Prentice Hall, 2012.
4. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.

MBA (II Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB63</b> <b>Logistics and Supply Chain Management</b> <b>(Open Elective)</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO1</b>	To know the importance of Logistics and Supply Chain management in the present Business context.
<b>CEO2</b>	To equip the knowledge of logistics cost and its performance.
<b>CEO3</b>	To apply the techniques and Bench-marking Priorities.
<b>CEO4</b>	To provide a good understanding of Sourcing decisions and transportation in Supply Chain Management.
<b>CEO5</b>	To enlighten the students about the Global Supply Chain and its relationship with the Economy.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the growing importance of Supply Chain Management.
<b>CO2</b>	Measure the Supply Chain management Costs and their performance.
<b>CO3</b>	Demonstrate the Benchmarking in Supply Chain Management
<b>CO4</b>	Analyze the sourcing, transportation, and pricing of products.
<b>CO5</b>	Understand the concepts of Global aspects in Supply Chain Management.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	3	1	2	2
<b>CO2</b>	1	2	3	1	3
<b>CO3</b>	1	2	3	2	1
<b>CO4</b>	3	2	1	2	2
<b>CO5</b>	1	2	2	1	3

**1=Slight (Low), 2 =Moderate (Medium), 3-Substantial (High)**

**Pre-requisite:** Basic knowledge of management.

### **Unit – I**

**Logistics and Competitive strategy:** Competitive advantage– Gaining Competitive advantage through logistics-Integrated supply chains–Competitive Performance-Models in Logistics Management- Logistics to Supply Chain Management–Focus areas in Supply Chain Management-Customer service and retention-Basic service capability Value added services

### **Unit – II**

**Measuring logistics costs and Performance:** The concept of Total Cost analysis – Principles of logistics costing–Logistics and the bottom-line–Impact of Logistics on shareholder value-customer profitability analysis–direct product profitability–cost drivers and activity-based costing.

### **Unit – III**

**Logistics and Supply chain relationships:** Benchmarking the logistics process and SCM operations– Mapping the supply chain processes–Supplier and distributor benchmarking–setting benchmarking priorities–identifying logistics performance indicators–Channel structure–Economics of distribution–channel relationships–logistics service alliances.

### **Unit – IV**

**Sourcing, Transporting, and Pricing Products:** Sourcing decisions and transportation in the supply chain–infrastructure suppliers of transport services–transportation economics and pricing–documentation - pricing and revenue management Lack of coordination and Bullwhip Effect –Impact of lack of coordination. -CRM–Internal supply chain management.

### **Unit – V**

**Managing global Logistics and Global Supply Chains:** Logistics in a global economy– views of global logistics- global operating levels – interlinked global Economy – The global supply chains -Global supply chain business processes –Global Strategy –Global purchasing – Global logistics –Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management

### **Relevant case study discussions in All units**

### **Textbooks**

1. K.Shridhara Bhat“Logistics and Supply chain management”, Himalaya Publishing House,2022.
2. Sai Kumari.V, Purushotham S “logistics and Supply chain management”,- Sultan Chand & Sons 2022.
3. **Prof. Sunil Lal chandani & Dr. Bharti Mirchandani** “logistics and Supply chain management”, Himalaya publishing House 2018.

### **References**

1. Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle:“A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi,2012.
3. Sunil Chopra and Peter Meind: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi2013
4. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi,2009
5. Manish Bansal, Babita Singla:“Retail and Supply Chain Management”, Kalyani Publishers, New

MBA (II Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB64 MOOC's (Open Elective)</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO 1</b>	To motivate the students to gain knowledge using an online platform
<b>CEO 2</b>	To encourage the students to equip more knowledge in the emerging management courses.
<b>CEO 3</b>	To give a platform to the students to study the management course which is not offered in the curriculum.
<b>CEO 4</b>	To gain more leadership & management abilities by learning the new management courses integrated with technology like Data Analytics, Business Analytics, SAP, FICO, digital marketing, digital finance, accounting package, etc.
<b>CEO 5</b>	To gain the capability to meet market job requirements.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Acquire required skills using an online platform
<b>CO2</b>	Demonstrate the knowledge in the emerging business management areas.
<b>CO3</b>	Recognize the management courses beyond the curriculum.
<b>CO4</b>	Apply technical knowledge to handle business problems.
<b>CO5</b>	Discover and meet the market job requirements-industry needs.

**CO-PO Articulation Matrix**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	1	-	2	-
<b>CO2</b>	1	-	-	1	-
<b>CO3</b>	-	-	-	3	1
<b>CO4</b>	3	1	2	-	-
<b>CO5</b>	-	-	-	1	3

**1=Slight (low), 2=Moderate (Medium), 3=Substantial (High)**

MBA (II Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>20MB73</b> <b>SQL &amp; POWER BI LAB</b>	1	-	2	2

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO1</b>	To develop proficiency in SQL, Excel, and Power BI for data management, analysis, and visualization.
<b>CEO2</b>	To apply SQL techniques for data analysis, including integrity constraints, DDL, DML, and aggregate functions.
<b>CEO3</b>	To create informative data visualizations in Power BI to support decision-making.
<b>CEO4</b>	To cleanse and transform data in Power BI to ensure accuracy and build robust data models.
<b>CEO5</b>	To design real-world dashboards that demonstrate analytical thinking and insight into complex datasets.

**Course outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand and utilize SQL, Excel, and Power BI for data management, analysis, and visualization.
<b>CO2</b>	Apply SQL techniques including integrity constraints, DDL, DML, and aggregate functions to analyze data.
<b>CO3</b>	Create compelling data visualizations using Power BI for informed decision-making.
<b>CO4</b>	Cleanse and transform data in Power BI for accuracy and build supportive data models.
<b>CO5</b>	Design real-world dashboards, demonstrating analytical thinking and insight into complex datasets.

**Co- Po Articulation Matrix:**

Course Outcomes	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	3	-	-	2
<b>CO2</b>	3	2	1	2	1
<b>CO3</b>	-	2	2	-	1
<b>CO4</b>	2	3	1	2	2
<b>CO5</b>	-	3	2	2	2

1=Slight(low),2=Moderate (Medium),3=Substantial (High)

**Prerequisite:** Fundamentals of Information Technology & Statistics

### **Unit – I**

#### **Introduction to Data Sources & Power BI**

- Understanding the role of data sources in business operations.
- Introduction to SQL
- Introduction to Excel worksheet
- Importance of dashboards in decision-making.
- Data Analysis with Excel.

### **Unit – II**

#### **SQL Querying and Data Manipulation**

- Integrity Constraints: Primary key, foreign key, NOT NULL, UNIQUE
- DDL Commands: CREATE, DROP, ALTER, TRUNCATE, and RENAME
- DML Commands: INSERT, UPDATE, and DELETE
- Data Query: SELECT, WHERE CAUSE, GROUP BY, ORDER BY
- TCL Commands: COMMIT, ROLLBACK, SAVEPOINT
- Aggregate Functions: COUNT, SUM, AVG, MAX, MIN.
- Introduction to Different types of Joins

### **Unit – III**

#### **Power BI Essentials**

- Overview of Power BI and its importance in data visualization.
- Exploring Power BI interface: Model view, Data View, Report View.
- Getting Data in Power BI.
- Cleaning, Transforming, and Loading Data in Power BI
- Design Data Model in Power BI.

### **Unit – IV**

#### **Creating Visualizations with Power BI**

- Building interactive dashboards and reports.
- Formatting Components of the Dashboard.
- Create and manage the workspace and publish the dashboards.

### **Unit – V**

#### **Case Study – Design Power BI Dashboard for Real-World Data**

- Design a dashboard for student Counselling.
- Design a Dashboard to analyze COVID data.
- Design a Dashboard to analyze Road Accidents.

### **Textbooks**

1. Marco Russo, Alberto Ferrari. Introducing Microsoft Power BI,
2. Marco Russo, Alberto Ferrari, Chris Webb Microsoft SQL Server 2012 Analysis Services: The BISM Tabular Model, MICROSOFT PRESS (SEP 2011)
3. Marco Russo, Alberto Ferrari, Chris Webb Tabular Modeling in SQL Server Analysis Services (2nd Edition), MICROSOFT PRESS (APR 2017).
4. Allen G. Taylor SQL for Dummies (For Dummies (Computer/Tech)) 9th Edition
5. SQL Pour les Nuls, 3e (French Edition) Kindle Edition, French Edition, Allen G. Taylor.

MBA (II Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB74</b> <b>Start-Up Analysis and Presentation (SAP)</b>	2	-	2	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>CEO1</b>	To select a diverse range of startup companies considering various backgrounds, sizes, and developmental stages.
<b>CEO2</b>	To proficiently collect data from multiple sources, including startup websites, news, financial reports, and industry analyses.
<b>CEO3</b>	To effectively conduct SWOT analyses to identify startup strengths, weaknesses, opportunities, and threats.
<b>CEO4</b>	To expertly evaluate startup business models, including revenue streams, cost structures, and value propositions.
<b>CEO5</b>	To formulate well-informed and actionable recommendations for startups based on comprehensive analyses, addressing weaknesses, and leveraging strengths.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the importance of diversity in selecting a range of startup companies operating in different backgrounds, sizes, and stages of development.
<b>CO2</b>	Analyse and synthesize information from multiple sources to develop a comprehensive understanding of each startup's background, market position, and competitive landscape.
<b>CO3</b>	Apply the SWOT (Strengths, Weaknesses, Opportunities, Threats) framework to systematically assess each startup's internal strengths and weaknesses as well as external opportunities and threats.
<b>CO4</b>	Analyze the startup's business model by examining its revenue streams, and cost structure, and promoting value proposition to customers.
<b>CO5</b>	Evaluate the findings of the analysis to formulate well-reasoned and actionable recommendations for each startup.

**CO-PO Articulation matrix**

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	3	2	2	2
<b>CO2</b>	-	3	-	3	1
<b>CO3</b>	3	2	2	2	1
<b>CO4</b>	-	3	1	3	2
<b>CO5</b>	-	3	-	-	1

1=Slight(low),2=Moderate (Medium),3=Substantial (High)

**Prerequisite:** Fundamentals of business environment

### **Unit – I**

#### **Select Startup Companies**

Choose a diverse set of startup companies to analyze. Consider different backgrounds, sizes, and stages of development.

### **Unit – II**

#### **Background of the Information**

Collect data from various sources, including company start-up websites, news, financial reports, and industry reports.

### **Unit – III**

#### **Swot Analysis**

Conduct a SWOT analysis to identify the startup's strengths, weaknesses, opportunities, and threats.

### **Unit – IV**

#### **Business Plan Model Evaluation**

Evaluate the startup's business model, considering revenue streams, cost structure, and Promoting value proposition.

### **Unit – V**

#### **Findings, Conclusions, and Recommendations**

Based on analysis, formulate actionable recommendations for the startup's growth, addressing weaknesses and leveraging strengths.

# III SEMESTER

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB12</b> <b>Business Policy &amp; Strategic Management</b>	4	-	-	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To familiarize the students with the business policies
<b>2</b>	To understand the business policies and decision-making and their role in strategic management
<b>3</b>	To understand strategic management as the art and science of formulating, implementing, and evaluating a variety of work activities strategically to achieve productivity-based goals.
<b>4</b>	To know the role of strategic management in strategic issues – entrepreneurship, ventures, etc.,
<b>5</b>	To know the significance of strategic management in organizational excellence.

**Course Outcomes (COs):** At the end of the course students would be able to, students will be able to

<b>CO1</b>	Understand the concepts of business policies and facilitate to development of strategic thinking.
<b>CO2</b>	Describe the business policy & effective decision-making.
<b>CO3</b>	Identify internal & external factors that influence using policies.
<b>CO4</b>	Illustrate strategy formulation to achieve effective implementation.
<b>CO5</b>	Determine effective strategy evaluation and control.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	3	2	1	2
CO2	2	2	2	1	-
CO3	2	3	1	2	1
CO4	2	2	-	1	1
CO5	2	1	2	-	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** To understand the business policies and fundamentals in business organizations

**Unit -I:**

**Business Policies:** Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements.

**Unit-II:**

**Business Policy and Decision Making:** Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management.

**Unit- III:**

**Introduction:** Basic Concepts in Strategic Management and its Nature and Significance - Strategic Management as a Process Developing a strategic vision, Mission, Objectives, Policies, and benefits of Strategic management, Environmental scanning: Identifying external and internal factors- Industry analysis – Porter's approach to industry analysis –

**Unit – IV:**

**Strategy formulation:** Concept of strategy formulation Process, significance- Business strategy situational analysis- SWOT analysis and BCG matrix- Strategy implementation: Process and importance – International issues in strategic management implementation

**Unit - V**

**Strategic evaluation and control:** Definition of strategy evaluation, process of strategy evaluation and significance - Strategy control and its importance and types of control- Balanced scorecard approach- problems in measuring performance – Strategic issues: Entrepreneurial ventures and small businesses, Various factors affect the new venture, Importance of Entrepreneurship.

**Relevant case study discussions in all units**

**Textbook**

1. Concepts in Strategic Management and Business Policy – Thomas L Wheelen& J David Hunger- 13<sup>th</sup> edition– Pearson publications, New Delhi .2013.
2. Strategic Management and Business Policy, by Azhar& Adela Kazmi -Tata McGraw-Hill Publishing Company Ltd.
3. Arthur A. Thopson Jr. A.J. Strickland III& John E. Gamble Crafting and Executing Strategy: The Quest for Competitive Advantage- Concepts and Cases.

**References**

1. VSP Rao & V. Hari Krishna Strategic Management: Text and Cases. N. Delhi: ExcelBooks.
2. Amita Mital: Cases in Strategic Management, Tata Mc Graw Hill, New Delhi, 2008
3. Vijaya Kumar P.Hitt A: Strategic Management, Cengage Learning, New Delhi, 2010.
4. Thompson & Strickland: Strategic Management, Concepts, and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
5. Steven Fink (2000), —Crisis management: planning for the investable. Amazon publications, New Delhi.
6. Lewis Gerald (2006), —Organizational Crisis Management: The Human Factor. Amazon publications, New Delhi.

MBA (III Sem)		L	T	P	Cr.
	<b>23MB13 E-Commerce &amp; Digital Markets</b>	4	-	-	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

1	To understand the concepts of e-business and the business models used in e-commerce
2	To learn about the e-commerce enablers and infrastructure
3	To develop an insight into supply chain management
4	To analyze the socio, political, and ethical issues in e-commerce.
5	To develop an understanding of e-markets and e-commerce payment systems

**Course Outcomes (COs):** At the end of the course students would be able to,

CO1	Introduce the concept of e-business and the business models used in E-commerce.
CO2	Elucidate the e-commerce enablers and infrastructure.
CO3	Enable the students to learn about supply chain management used by E-commerce players.
CO4	Analyze the socio, political, and ethical issues in e-commerce.
CO5	Develop an insight into e-markets and e-commerce systems.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	3	2	1	2
CO2	2	2	2	1	-
CO3	2	3	1	2	1
CO4	2	2	-	1	1
CO5	2	1	2	-	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic knowledge of various concepts relating to software and the internet.

**Unit—I**

**E-Commerce Business Models:** The Revolution Continues, E-commerce Business Models and Concepts, B2C business models, B2B models, B2G, G2C, Business models for emerging E-commerce area—customer to customer business model, P2P business model, M-commerce models. IT in business – functional business systems – cross-functional enterprise systems and applications – e-Business models - Enterprise e-Business systems

**Unit—II**

**E-Commerce Enablers:** E-Commerce enablers, internet and its impact on business strategy Pre and Post Covid-19 Pandemic – industry structure, industry value chain, firm value chain. E-commerce Infrastructure: The Internet, Web, and Mobile Platform

**Unit-III**

**Supply Chain Management in E-Commerce** B2B E-commerce: Supply Chain Management and Collaborative Commerce. –Introduction to Customer relationship management (CRM) –Building an E-commerce Presence: Websites, Mobile Sites, and Apps, E-commerce Marketing Communications -Pre and Post Covid-19 Pandemic

**Unit-IV**

**Social, Political, And Ethical Issues** Ethical, Social, and Political Issues in E-commerce, Online Retailing and Services, Online Content and Media, Social Networks, Auctions, and Portals.

**Unit-V**

**E-Markets** Factions, e-Markets vs Traditional Market, e-Markets Success factors, e-Market Technology Solutions. E-Procurements: The purchasing process, Developments in IT purchasing, e-procurement-Models, E-procurement- Solutions – E-Commerce systems: E-Commerce systems – Essential E-Commerce processes – electronic payment processes - e-Commerce application trends – Web store requirements – clicks-and-bricks in e-Commerce- Electronic payment systems- impact on the e-business in the pre-and post-COVID 19 era.

**Relevant case study discussions in all units**

**Textbook**

1. Laudon Kenneth C., E-Commerce: Business, Technology, Society, Prentice Hall of India, 2019,15<sup>th</sup> Edition
2. Bhanver ,J & Bhanver, K.(2017). Click The Amazing Story of India's E-commerce Boom and Where it's Headed.: Hachette.

**References**

1. Bhaskar,B.(2009).Electronic commerce: Framework, technologies, and applications (3rded.). New Delhi: Tata Mc Graw Hill Education.
2. Erisman,P.(2017).Six Billion Shoppers: The Companies Winning the Global E-Commerce Boom. Mac millan.
3. Kalakota, R.,& Whinston,A.B.(2009).Electronic commerce: A manager's guide. New Delhi: Pearson Education.
4. Vaitheeswaran,K.(2017).Failing to Succeed: The Story of India's

MBA (III Sem)		L	T	P	Cr.
	<b>23MB21</b> <b>Security Analysis and Portfolio Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

1	To acquaint the students with working knowledge of investment
2	To provide students with a conceptual and analytical framework for evaluating a financial security
3	To familiarize students with fundamental analysis and technical analysis
4	To construct the optimum portfolio by diversifying risk and maximizing return
5	To familiarize students with portfolio evaluation and management techniques and strategies.

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Apply practical knowledge of investment principles to real-world scenarios.
CO2	Evaluate financial securities using a conceptual and analytical framework.
CO3	Analyze financial instruments through both fundamental and technical approaches.
CO4	Synthesize risk diversification techniques to construct an optimal portfolio.
CO5	Utilize portfolio evaluation and management techniques for effective decision-making.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	1
CO2	2	3	2	--	2
CO3	2	3	-	2	1
CO4	3	2	1	1	2
CO5	3	2	-	2	1

1=Slight (Low), 2=Moderate (Medium), 3 = Substantial (High)

**Pre-requisite:** Awareness of investment, alternatives of investments, and their application

### **Unit- I**

**Investment:** Investment -Meaning- Types - Objectives -Process- Investment Vs Speculation Vs Gambling -Primary and Secondary Markets – indices-types of orders – margin trading - Trading Mechanism. Online, mock, and Virtual trading, Portfolio theory: Concept of Risk, Measuring Risk and Returns – risk classification – Systematic risk – unsystematic risk - standard deviation – variance – correlation coefficient – Beta – Calculating expected return and risk. Financial calculations in Excel using the data from NSE and BSE (Smart beta)

### **Unit-II**

**Securities valuation:** Approaches of valuation – fixed income valuation -Bond valuation (Types of Bonds, Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields, Yield to Maturity, Yield to Call, Holding Period Return, Bond Pricing Theorems, Bond Duration, Modified Duration. Active and Passive Bond Management Strategies, Bond immunization, Bond Volatility, Bond Convexity). -equity stock Valuation -Discounted Cash Flow Techniques, Dividend Discount Models (DDM), Growth Rate cases for DDM, Free Cash Flow Valuation Approaches, Relative Valuation Techniques, Earnings Multiplier Approach, Price/ Earnings, Price/ Book Value, Price/ Sales Ratio, EVA.

### **Unit- III**

**Fundamental analysis and technical analysis:** Fundamental Analysis Vs Technical Analysis – Fundamental Analysis - Economy, Industry and Company analysis Technical Analysis –Dow Theory -Line chart, Bar chart, Candle stick chart, Point figure chart-Support level, Resistance Level-Head and Shoulders. Using Excel for charts. Specific five indicators.

### **Unit – IV:**

**Portfolio Analysis:** Risk and Return Analysis, Markowitz Portfolio Theory, Mean-Variance Approach, Portfolio Selection, Efficient Portfolios, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

### **UNIT-V**

**Performance Evaluation of Mutual Fund:** Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models: Sharpe Model, Treynor Model, Jensen Model, Fama’s Decomposition Financial calculations in excel Exchange-traded funds momentum strategies.

### **Relevant case study discussions in all units**

#### **Textbooks**

1. Donald E. Fisher, Ronald J. Jordan, “Security Analysis and Portfolio Management”, Prentice Hall of India (P) Ltd., New Delhi, 7th Edition 2018.
2. Jack Clark Frances, “Investment Analysis and Management”, McGraw Hill Book Company New York.

#### **Reference Books**

1. Ranganatham & Madhumathi Security Analysis Portfolio Management, Pearson Education, 2011.
2. Sudhindra Bhat Security Analysis and Portfolio Management, 2017, excel.

MBA (III Sem)		L	T	P	Cr
	<b>23MB22</b> <b>Financial Markets and Services</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

1	To provide an insight into the Indian Financial system for better financial decision-making.
2	To make the students understand fundamental concepts in financial markets.
3	To increase awareness of banking and Non-Banking Financial Institutions in India.
4	To highlight various services offered by Financial Institutions.
5	To understand the functions and activities of merchant bankers and follow the SEBI guidelines.

**Course Out Comes (COs):** At the end of the course, students will be able to

CO1	Understand the structure and various functions of financial institutions in India.
CO2	Describe the operating mechanism of Indian financial markets,
CO3	Extend the structure of banking and non-banking financial institutions in India.
CO4	Develop an awareness of current structure and regulation of the Indian financial service sector.
CO5	Recite knowledge about roles & functions of merchant banking system in India.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	3	2
CO2	2	-	-	2	1
CO3	2	1	-	2	2
CO4	2	-	1	2	3
CO5	2	-	-	2	2

**1 = Slight (Low), 2 = Moderate (Medium), 3=Substantial (High)**

**Pre-requisite:** Basic knowledge of financial institutions, functions, and statutory bodies

### **Unit-I**

**Introduction to Indian Financial System:** Financial Markets and Types-Financial Institutions in India's financial system and its technology; the factors affecting the stability of the financial system; Development of financial system in India and Financial Innovation.

### **Unit-II**

**Financial Markets** - Meaning, Fundamentals of Financial Markets, Importance of financial markets, Types of financial markets, Financial Markets - The Money Markets, The Bond Market, The Stock Market, The Foreign Exchange Market

### **Unit-III**

**The Banking and Non-banking financial institutions:** RBI-Central Banking-Commercial banks-the public and the private sectors-structure and comparative performance. The problems of competition - interest rates, spreads, and NPAs. **Non-banking financial institution:** Evolution, control by RBI and SEBI.A perspective on future role. Unit Trust of India and Mutual Funds.

### **Unit-IV**

**Financial services:** Asset/fund-based financial services –lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based/advisory services include stock broking and credit rating.

### **Unit-V**

**Merchant Banking Services:** Role and Functions of Merchant Banking Issue. Market and Other Services Corporate Advisory Services Market Making Process, SEBI guidelines on Merchant Banking. Functions of MBs–underwriter, banker, broker, registrar debenture trustee, and portfolio manager. MBs, activities, and SEBI guidelines related to issue management.

#### **Relevant case study discussions in all units**

### **Textbook**

- 1.M.Y.Khan, Financial Services, Tata Mc Graw-Hill, New Delhi,2004.
- 2.M.Y.Khan Indian financial system, Tata Mc Graw-Hill, New Delhi 2019
3. Clifford Gomez-PH1-July-2017,2015Financialmarkets, Institutions, and Financial Services,
4. Bhole. L.M. and Jitendra Mahakud “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH 5th edition

### **References**

1. Sames L. Hackett, managing in Service Economy, Harvard Business School Press, Boston,2001.
2. Pathak: Indian Financial Systems Pearson Education-2014
3. M.Y.Khan, Indian Financial System,4/e Tata Mc Graw-Hill,NewDelhi,2013

MBA (III Sem)		L	T	P	Cr
	<b>23MB23</b> <b>Strategic Financial Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To acquaint the students with concepts of financial management from a strategic perspective.
<b>2</b>	To make students understand various investment decisions under risk and uncertainty
<b>3</b>	To create awareness of financial restructuring
<b>4</b>	To enhance knowledge of leasing
<b>5</b>	To explore the knowledge of innovative financing strategies

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Describe the strategic perspective of financial management.
<b>CO2</b>	Analyze risk and uncertainty in investments.
<b>CO3</b>	Understand expansion and financial restructuring.
<b>CO4</b>	Demonstrate a broad sense of leasing & venture capital management.
<b>CO5</b>	Identify innovative financing strategies and innovative sources of finance.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	-	2	1	2
CO2	2	1	-	1	-
CO3	-	-	2	1	-
CO4	-	-	1	-	2
CO5	2	-	1	-	1

**1 = Slight (Low), 2 = Moderate (Medium), 3=Substantial (High)**

**Pre-requisite:** Basic issues in investment management and long-term investment decisions

### **Unit-I**

**Financial Policy and Strategic Planning**–Strategic Planning Process–Objectives and Goals–Major Kinds of Strategies and Policies–Corporate Planning–Process of Financial Planning–Types of Financial Plan Financial Models–Tools or Techniques of Financial Modeling–Uses and Limitations of Financial Modeling–Applications of Financial Models– Types of Financial Models-Process of Financial Model Development.

### **Unit-II**

**Investment Decisions under Risk and Uncertainty**–Techniques of Investment Decision–Risk-Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method–Corporate Strategy and High Technology Investments.

### **Unit-III**

**Expansion and Financial Restructuring**–Corporate Restructuring-Mergers and Amalgamations–reasons for Merger, Benefits and Cost of Merger–Takeovers–Business Alliances–Managing an Acquisition–Divestitures–Ownership Restructuring–Privatization– Dynamics of Restructuring–Buy Back of Shares–Leveraged Buyouts (LBOs)–Divestiture–Demergers.

### **Unit-IV**

**Leasing**–Importance, Types, Tax Considerations, and Accounting Considerations– Evaluation of Lease from the point of view of Lesser and Lessee–Lease versus Buy Decision– Venture Capital–Concept and Developments in India–Process and Methods of Financing– Fiscal Incentives.

### **Unit-V**

**Financing Strategy**-Innovative Sources of Finance–Asset Backed Securities-Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares–Option Financing, Warrants, Convertibles, and Exchangeable Commercial Paper.

### **Relevant case study discussions in all units**

### **Textbooks**

1. Rajni Sofat & Preeti Hiro, Strategic Financial Management, PHI, Delhi,2011
2. Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi,2001.

### **References**

- 1 Prasanna Chandra, Financial Management, Tata McGraw Hill, Delhi.2007
- 2 Robert Alan hill, strategic financial management exercises 2013
- 3 Strategic Financial Management by CA Rajesh Makkar2017

MBA (III Sem)		L	T	P	Cr
	<b>23MB24</b> <b>Financial Planning &amp; Wealth Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

1	To know the basic concepts of Financial Planning.
2	To improve decision-making skills in management through Investment Planning.
3	To mitigate financial risks from unforeseen events, retirement planning aims to ensure income security and wealth accumulation during retirement.
4	To explain the importance of Wealth management through financial planning models.
5	To Discuss tax planning procedures and rules.

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Comprehend the importance of Financial Planning and the process.
CO2	Understand various types of Investments and their financial investments through investment management.
CO3	Quantify the insurance needed and advise the appropriate insurance products.
CO4	Attainment of long-term financial goals, security, and intergenerational wealth.
CO5	Synchronize tax planning in investment advising and improve financial health.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	3	-
CO2	2	1	-	2	2
CO3	2	1	-	1	1
CO4	2	1	-	2	1
CO5	2	-	-	3	1

1 = Slight (Low), 2 = Moderate (Medium), 3 = Substantial (High)

**Prerequisite:** Basic knowledge of Financial Planning and Wealth management

**Unit -I:**

**Introduction to Financial Planning:** Financial Planning – meaning, need, scope. Importance of financial planning, Role of a financial planner. Steps in financial planning- Sustainable Growth Rate-Regulatory environment and licensing requirements.

**Unit II**

**Investment Planning:** Investments -Types-Risk and return analysis- Portfolio diversification and asset allocation- Investment strategies and goal setting.

**Unit-III**

**Insurance Planning & Retirement Planning:** Insurance Planning – Need of life and non-life, life insurance needs analysis, life insurance products. Retirement Planning – Need, estimating & determining the retirement corpus, and retirement products.

**Unit -IV**

**Wealth Management:** Meaning-Scope-Components-Process- Needs and Expectations of Clients, code of Ethics for Wealth Manager. Financial Literacy, Financial Inclusion, Building Financial Plans, Life Cycle Management.

**Unit -V**

**Tax Planning:** Introduction to Tax Planning: Nature of Tax – Essential components in levy of tax – Legal Principles of taxation laws – Five basic Rules of interpretation of statutes – Law Lexicon and Legal Maxims – Concepts of Tax Avoidance, Tax Evasion – Tax Planning and Tax Management.

**Relevant case study discussions in all units**

**Textbooks:**

1. WEALTH MANAGEMENT: McGraw Hill Education (1 July 2017), Dun & Bradstreet.
2. Financial Planning & Wealth Management: Concepts and Practice, Shroff Publishers; First Edition (28 October 2020) by Joy Deep Sen.

**Reference books:**

1. G. Victor Hallman, Jerry Rosen Bloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, McGraw Hill, USA.
2. Gregory Curtis (2012), The Stewardship of Wealth: Successful Private Wealth Management for Investors and Their Advisors, Wiley.
3. Sankaran S (2012), Wealth Engine: Indian Financial Planning and Wealth Management Handbook, Vision Books.
4. Indian Institute of Banking & Finance (2017), Introduction to Financial Planning, 4th Edition. Indian Institute of Banking & Finance, (2017), Investment Planning Tax Planning and Estate
5. Planning.

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr</b>
	<b>23MB25</b> <b>Performance and Reward Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To introduce the concept of performance management relating to the continuous assessment of individuals' job performances.
<b>2</b>	To enable students, to understand performance management as a holistic process.
<b>3</b>	To enable students to recognize the importance of high-performance teams and the associated responsibilities of HR managers.
<b>4</b>	To familiarize students with the basic concepts of reward management and the related aspects of base pay.
<b>5</b>	To familiarize students with the various techniques and methods of recognizing and rewarding individual performance.

**Course Outcomes (COs):** At the end of the course, students will be able to:

<b>CO1</b>	Describe the performance management system and various issues and aspects relating to it.
<b>CO2</b>	Understand the performance management process.
<b>CO3</b>	Apply the features of high-performance teams and appreciate the role of HR professionals.
<b>CO4</b>	Restate the position-based and person-based basic pay structures by understanding the value of personal capabilities.
<b>CO5</b>	Apply various techniques and methods of recognizing and rewarding individual performance.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	2	1	1
CO2	3	-	1	1	-
CO3	3	-	1	3	3
CO4	3	3	3	1	2
CO5	3	2	1	1	1

**1 = Slight (Low), 2 = Moderate (Medium), 3=Substantial (High)**

**Pre-requisite:** Basic knowledge of fundamental concepts of Human resource management

### Unit-I

**Performance Management:** Prerequisites - Objectives - Principles - Elements of effective performance management; Performance Management System: Functions – Competency-based PMS – Electronic Performance Management; Challenges to Performance Management; Performance Counseling: Principles - Skills.

### Unit-II

**Performance Management Process:** Planning: Objectives - Importance - Theories of Goal Setting -Process - Barriers; Performance Managing: Objectives - Importance - Process – Performance Appraisals: Traditional Methods - Modern Methods; Performance - Common Pitfalls of Performance Appraisal - Elements of Good Performance Appraisal System - Appraising Employees Objectively; Monitoring: Meaning -Importance -Process.

### Unit-III

**High-Performance Teams:** Characteristics -Determinants of High-Performance Teams; Roleof HR Professionals in Improving Organizational Performance - Seven Rules of Excellence for HR Professionals - Value Creation for Organizational Excellence - Ethics in Performance Management: Principles - Objectives - Significance - Future Implications of Ethics in Performance Management.

### Unit-IV

**Reward management basics:** ‘Reward’ and ‘total reward’ - Remuneration - Aims of reward management; Base pay - Pay for the position versus pay for personal capabilities - Position-based pay structures -Person-based pay structures - Valuing personal capabilities - Pros and cons of position-based base pay - Pros and cons of person-based pay - Strategic alignment with base pay.

### Unit-V

**Recognizing and rewarding individual performance:** Merit increments - merits and demerits of merit increments - Merit bonuses - Effectiveness of merit pay - Results-based individual incentives - Goal-based individual bonuses - Non-cash recognition - Strategic alignment and individual reward and recognition; Collective short-term incentive plans: Profit-sharing – Gain- sharing - Goal-sharing - Team incentives - Strategic alignment and collective incentives; Employee share ownership: Types of employee shares - Employee share ownership and supportive HR policies - Strategic alignment considerations with employee share plans/long-termincentives

### Relevant case study discussions in all units

### Textbook

- 1 A.S. Kohl I & T. Deb: Performance Management, 2nd Impression, Oxford University Press, New Delhi, 2009.
- 2 John Shields, Jim Rooney, Michelle Brown, Sarah Kaine: Managing Employee Performance and Reward (3rd Edition) - Systems, Practices and Prospects, Cambridge University Press, 2020

### References

1. A.M.Sharma: Performance Management Systems, Himalaya Publishing House, 2010.
2. Michael Armstrong & Angela Baron: Performance Management (A Strategic and Integrated Approach to Achieve Success), Jaico Publishing House, 1<sup>st</sup> Impression, Mumbai, 2006.
3. Srinivas R. Kandula: Performance Management (Strategies, Interventions, Drivers), Prentice- Hall of India, New Delhi, 2007.
4. Michael Armstrong, Duncan Brown: Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward, Kogan Page, New Delhi, 2019.

MBA (III Sem)		L	T	P	Cr
	<b>23MB26</b> <b>Management of Industrial Relations</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

1	To design fundamentals and background in industrial relations for the students.
2	To create awareness of various components of the Trade Union Act and quality of work-life and collective bargaining in the Indian context to better understand the students.
3	To be aware of wages and salaries and their related acts in the Indian context to better understand the students.
4	To highlight the social-security measures and related acts and importance in the Indian context for the better learning of students.
5	To design the various dimensions of employee grievances and different mechanisms and industrial disputes in the Indian context to better understand the students.

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Demonstrate the need for harmonious industrial relations for the success of any organization.
CO2	Interpret the role of trade unions in the Indian context and the Importance of workers' participation with management.
CO3	Describe various Acts relating to wages and salaries for effective administration.
CO4	Determine knowledge of Social Security Acts and ensure the well-being and safety of the personnel.
CO5	Identify the causes and consequences of employee grievances and industrial disputes and understand how they should be resolved.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	2	2
CO2	2	2	-	2	1
CO3	2	3	2	1	-
CO4	2	2	2	1	1
CO5	2	3	-	2	1

1 = Slight (Low), 2 = Moderate (Medium), 3=Substantial (High)

**Pre-requisite:** Basic knowledge of concepts of Human Resource Management

### **Unit--I**

**Management of Industrial Relations:** concept, scope, objectives, and its significance-Factors influencing industrial relations-Strategies for effective management of industrial relations in India

### **Unit--II**

**Trade Unions**-Introduction-Definition and objectives-Growth of Trade Unions in India, Trade Unions Act, 1926-Employers "Association-Union recognition-Union Problems. **Quality of Work Life:** Workers "Participation in Management- Worker's Participation in India, **Collective bargaining:** Concept & Characteristics-Promoting industrial peace.

### **Unit—III**

**Wage and Salary Administration:** Nature & Significance of Wage, Salary Administration, essentials- Minimum Fair wage, Real Wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India- Minimum Wages act-1948-Payment of Wages Act- 1936-Payment of Bonus Act- 1965.

### **Unit--IV**

**Social Security:** Introduction and types of Social Security in India, Health, and Occupational safety programs- Salient features of Workmen Compensation Act-1923-Employees" State Insurance Act-1948 -Employees Provident Fund Act-1952-Gratuity Act-1972. **Workers' education:** Concept-objectives.

### **Unit--V**

**Employee Grievances:** - Causes and effects-Grievance handling procedure; Conciliation, Arbitration, and Adjudication-Industrial Disputes Act 1947: Meaning, nature, and scope-Causes and Consequences- Prevention and Settlement of industrial disputes in India.

**Relevant Case Study discussion in all units.**

### **Textbooks**

1. Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, Delhi, 2009

### **References**

1. B.D.Singh: Industrial Relations, Excel Books, New Delhi, 2009
2. C.S.Venkataratnam: Industrial Relations, Oxford University Press, New Delhi, 2009.
3. Arun Monappa: Industrial Relations, TMH, New Delhi, 2009
4. Ratna Sen: Industrial Relations, Mcmillan Publishers, New Delhi, 2010.

MBA (III Sem)		L	T	P	Cr.
	<b>23MB27</b> <b>Leadership and Team Building</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

1	To enable students to understand the qualities of a leader and the requirements of building and leading teams.
2	To provide a basic understanding of leadership, attributes of leaders, and different leadership styles.
3	To identify contemporary leadership styles and their significance in the Indian context.
4	To create awareness about teams, types of teams, and team building techniques and their prominence
5	To provide inputs to manage the teams and measures the team's effectiveness.

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Restate the skills required for a leader and be able to know and handle different situations and people.
CO2	Describe the leadership skills and their development.
CO3	Interpret the contemporary leadership skills that increase job performance.
CO4	Identify the conflicts among team members and resolve them to increase performance.
CO5	Determine the situation easily to make effective decisions for enhancing organizational growth.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	3	2	2
CO2	2	2	1	-	2
CO3	2	2	1	1	-
CO4	2	2	2	-	-
CO5	2	2	1	2	2

1 = Slight (Low), 2 = Moderate (Medium), 3=Substantial (High)

**Pre-requisite:** Awareness of fundamental concepts in organizational behavior and HRM

**Unit-I:**

**Leadership:** Understanding Leaders and Leadership–Need for Leadership–Leader and Manager– Prerequisites of Organizational Leaders: Self-management dimensions–Leading People–Task management; Myths and Realities of Leadership– Current Issues in Leadership.

**Unit-II:**

**Attributes of Leaders:** Concepts of Power and Authority–Types of Power–Sources of Power– Leadership Skills & their Development– Leadership Traits– Intelligence and Leadership– Influencing Tactics– Influencing Processes-Self efficacy.

**Unit-III:**

**Contemporary Leadership Styles:** Transformational Leadership, Charismatic Leadership– Value-Based Leadership–Spiritual Leadership- Servant Leadership– Level 5 Leadership Understanding and Influencing Follower Motivation- Understanding and Influencing Follower Satisfaction– Leadership versus Job Performance.

**Unit-IV:**

**Essentials of Building and Managing Teams:** Understanding Teams–Differentiating Groups and Teams– Types of Teams- Cross-cultural Teams–Shaping Team Behavior– Maintaining Mature Teams– Managing Dys-functional Teams–Leading Virtual Teams- Basic Skills of Team Leaders Advanced Skills of Team Leaders– Building High-Performance Teams. –Conflict: Conflict resolution mechanisms.

**Unit-V:**

**Team Effectiveness:** Determinants of Team Performance– Types of Teams, Facilitating Team Building– Interpersonal Competence and Team Building-Team Effectiveness–Measuring Team Effectiveness– Decision Making in Teams.”,

**Relevant case study discussions in all units**

**Textbooks:**

1. Uday Kumar Haldar, Leadership and Team Building, Oxford University Press, New Delhi, 2010.

**References:**

1. B.Rathan Reddy, Team Development &Leadership, 8<sup>th</sup>Impression, Jaico Publishing House, Mumbai, 2010.
2. Uma Jain, Udai Pareek, Madhukar Shukla: Developing Leadership for the Global Era, McMillan.
3. PeterG.Northouse, Leadership-Theory and Practice, 3rd Edition, Response Books,2006. Organization Behavior, Luthans ,8th, Tata Mc Graw Hill.F

MBA (III Sem)		L	T	P	Cr.
	<b>23MB28</b> <b>Human Resource Information System</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

1	To understand the fundamentals of information system
2	To know the role of information systems in decision-making.
3	To provide insights into the database management System and its applications in the manufacturing and service industry.
4	To help the students to understand the various HRIS models and their implementations.
5	To study the application of HRIS in time management and payroll administration

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Understand the various factors influencing HRIS in the present scenario.
CO2	Adopt functions of MIS and develop MIS in organizations.
CO3	Adopt and apply ERP for better decision-making by the effective usage of DBMS.
CO4	Design and implement an appropriate HRIS model in the organization.
CO5	Compute and maintain payroll and time management in real-time scenarios.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	3	2	2
CO2	2	2	1	-	2
CO3	2	2	1	1	-
CO4	2	2	2	-	-
CO5	2	2	1	2	2

1 = Slight (Low), 2 = Moderate (Medium), 3=Substantial (High)

**Pre-requisite:** Basic knowledge of fundamental concepts of Human resource management & technology

**Unit-I**

Introduction to HRIS: Origin, Relevance, Necessity, Components, Development, and Importance of the HRIS

**Unit-II**

Management Information Systems: Concept and Definition. Role of MIS; Impact of MIS on management; Functions; Basics of MIS: Decision Making, Information Systems Analysis and Design, Development of MIS, and Choice of Information Technology

**Unit-III**

Enterprise Resource Planning: Concept and Variables; Decision Support Systems; Basic Concepts of Technology for MIS; Database Management System; Client Server Technology and Networks; Application of MIS: Application in Manufacturing Sector and Application in Service Sector.

**Unit-IV**

Human Resource Information Systems: Introduction, Concept, and Definition; Information Needs in HRM; HRIS Models; Acquiring and Implementing HRIS; Computers and HRIS and Uses in HRM; Database in HRIS.

**Unit-V**

Calculation of Payroll, Time Management, and Maintaining employee data with the help of the Human Resources Information System.

**Relevant case study discussions in all units**

**Textbook**

1. Jawadekar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi.
2. Kumar, Muneesh, Business Information Systems, Vikas Publishing House Pvt.Ltd., New Delhi.

**References**

1. Davis, Gordon, B B., Management Information Systems: Conceptual Foundations, Structure and Development, Tata McGraw Hill, New Delhi.
2. Laudon, Kenneth, C., and Laudon, Jane Price, Management Information Systems- A contemporary Perspective, Macmillian, New York.
3. Davis, B. Gordon, and Oison H. Margretne, Management Information Systems, Tata McGraw Hill, New Delhi.

MBA (III Sem)		L	T	P	Cr.
	<b>23MB29</b> <b>Services Marketing and Retail Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

1	To provide deeper insight to students on service marketing organizations
2	To develop an understanding as to how important managing services marketing
3	To create awareness among students on various types of services and develop service organizations
4	To make students understand the role of the Retailing Industry Effectively contributing to the service sector in a developing country like India
5	To enable the students to understand retailing strategies and develop employable skills in them for the industry

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Identify the factors responsible for the growth of service organizations.
CO2	Differentiate various combinations of service organizations.
CO3	Apply knowledge in various functions of a service organization.
CO4	Interpret the competencies for handling retailing business.
CO5	Illustrate appropriate retail marketing strategies.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	1	-
CO2	-	-	2	-	2
CO3	2	-	-	-	2
CO4	-	2	2	-	1
CO5	2	1	1	-	1

1 = Slight (Low), 2 = Moderate (Medium), 3 = Substantial (High)

**Pre-requisite:** Basic knowledge of various concepts of marketing

### **Unit-I**

**Foundation of Services marketing**-Introduction-Features of Services-Significance of Services-Role of services-Types of services responsible for the growth of service sectors-Difference between goods and services-Ethics in services marketing-Services marketing environment in India-Service Quality

### **Unit-II**

**Management of Services marketing**-Introduction-Marketing mix-Product decision-Pricing strategies and techniques-Integrated service communication mix-Distribution methods-Process-Physical evidence

### **Unit-III**

**Services marketing practices** Mix in various services industries: Banking and financial services, Insurance services, Hospitality services, Tourism services, Education services, Software services, Communication and Entertainment Services, Transportation and Logistics services

### **Unit-IV**

**Retailing management**-Introduction-Functions of retailing-Types of retailers-organized Vs unorganized retailing-multi-channel retailing issues-Economic Significance of Retailing, Retailing Management Decision Process-Product Retailing vs Service Retailing

### **Unit-V**

**Retail market strategies**-Building sustainable competitive advantage-Growth strategies-market penetration-Retail format development location -Strategic Retail planning process -Indian vs. Global Scenario

### **Relevant case study discussions in all units**

### **Textbooks**

1. Rajendra Nargundkar-Services marketing-Tata Mc Graw Hill -New Delhi 4<sup>th</sup> edition 2019
2. Andrew J Newman, Peter Cullen-Retail marketing, Cengage learning-Edition 2017

### **References**

1. Vinnie Jiwahari & Kirti Dutta-Services-Oxford Press latest edition 2017
2. Rammohan Rao-Marketing of services-Pearson-2<sup>nd</sup> edition 2011
3. Adrian Payne, The essence of services marketing, Prentice-Hall of India(P)Ltd-edition 2006 S.M.Jha-Services marketing-Himalaya publishing house-edition 2002
4. Piyush Kumar Sinha, Dwarika Prasad Uniyal, (2012), Managing Retailing, 2<sup>nd</sup> edition, Oxford University Press.
5. Levy & Witz, Retailing management, TMH, New Delhi-Edition 2017
6. Gilbert: Retail marketing management, Pearson Education-edition 2

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB30</b> <b>Advertising and Brand Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To understand the concepts, and principles of Advertising management.
<b>2</b>	To provide necessary inputs to make them aware of designing advertisements for promoting various products and services.
<b>3</b>	To give an idea to the students about advertising media-related concepts.
<b>4</b>	To make the students aware of the prominence of branding concepts.
<b>5</b>	To make a Brand positioning strategy effectively to target customers

**Course Outcomes (COs):** At the end of the course, Students will be able to

<b>CO1</b>	Apply their knowledge in creating an advertising strategy.
<b>CO2</b>	Interpret advertisements that appeal to the target customers
<b>CO3</b>	Determine a specific medium to promote business through advertisements.
<b>CO4</b>	Restate the competencies to enhance the branding of a product or service.
<b>CO5</b>	Identify the significance of Brand positioning strategies.

**Course Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	-	1
CO2	1	-	1	1	1
CO3	1	2	-	2	1
CO4	2	1	1	1	2
CO5	1	2	1	2	2

**1 = Slight (Low), 2 = Moderate (Medium), 3=Substantial (High)**

**Pre-requisite:** Basic knowledge of marketing concepts

**Unit-I**

**Role of Integrated Marketing Communication:** IMC, Meaning, Importance, Components-IMC planning Process– Advertising: Definition, Scope, nature, importance of Advertising Management; Types of Advertising-Objectives of Advertising DAGMAR approach-Advertising Strategy-Advertising Budgets.

**Unit–II:**

**Advertising Copy:** Meaning- Essentials of good Advertising copy, Types of Advertising copies, Elements of Advertising Copy; Preparation of Print Advertisements, Advertising copy for electronic media-Radio,T.V, Internet-Advertising Agencies–Measuring Advertising Effectiveness.

**Unit –III:**

**Media Planning, Scheduling, and Strategy:** Advertising media types of Media- Media Selection decisions–Media scheduling decisions- Developing media strategy- An overview of media scenario in India. Ethical dimensions of Advertising–Recent trends in Advertising.

**Unit–IV:**

**Brand concept:** Definition, Importance, Essentials of Brand- Brand vs. Generics- Types of Brands- Brand Management process- Brand Identity- Brand Image-Brand Equity -Brand Loyalty-Brand Personality- Brand Image vs. Brand Personality.

**Unit–V:**

**Brand Positioning:** Brand Positioning- Definition and Concepts of brand positioning, 3 Cs of positioning, Repositioning- Celebrity Endorsement- Brand planning Extension strategies- Strategies for Competitive Advantage, Brand Pyramid- Branding in different sectors.

**Relevant case study discussions in all units**

**Text Books**

1. S. A. Chunawalla–Foundation of advertising – Himalaya publishing house.
2. Clow, Baack–Integrated advertising marketing and promotion communication–Pearson-3<sup>rd</sup> edition

**References**

1. Ruchi Gupta, S.Chand publications-Advertising Principles and Practices
2. Aaker, David(2002), Managing Brand Equity, Prentice Hall of India.
3. Rajeev Batra, John G. Myers and David A. Aaker (1996). Advertising Management,5th Edition, Pearson Education.
4. Belch, G.E. & Belch, M.A.(2001).Advertising and Promotion, Tata Mc Graw Hill.
5. Kumar, Ramesh(2004).Managing Indian Brands, Vikas Publishing House, Delhi.
6. Keller K.L.(2003), Strategic Brand Management, 2<sup>nd</sup>Edition, Pearson Education.
7. S.A.Chunawalla–Compendium of Brand Management –Himalaya Publishing House.

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB31</b> <b>Social media &amp; Digital Marketing</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To make students understand the increased business visibility and digital marketing trends
<b>2</b>	To help students reach a broader target audience to secure more leads and convert them into loyal customers.
<b>3</b>	To develop an understanding of migrating from traditional channels to digital channels
<b>4</b>	To provide deeper insights into Online Advertising importance of Search Engine Marketing
<b>5</b>	To make them familiar with extracting the benefits for business through social media marketing

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the difference between traditional marketing and digital marketing
<b>CO2</b>	Evaluate effectively various channels of Digital Marketing
<b>CO3</b>	Design digital marketing plans and strategies for getting good business results.
<b>CO4</b>	Apply gained knowledge for the promotion of goods and services through effective online advertising
<b>CO5</b>	Describe social media marketing and its impact

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	1	1
CO2	1	2	1	2	2
CO3	-	2	1	2	2
CO4	2	1	-	1	2
CO5	1	1	1	2	1

**1 = Slight (Low), 2 = Moderate (Medium), 3=Substantial (High)**

**Pre-requisite:** Basic knowledge of various concepts relating to marketing

### **Unit – I**

**Understanding Digital Marketing:** Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

### **Unit – II**

**Channels of Digital Marketing:** Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era Segmentation – Importance of Audience Segmentation, How Different Segments Use Digital Media –Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of New Customers, Digital Media for Customer Loyalty.

### **Unit – III**

**Digital Marketing Plan:** Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan, and Implementing the Plan.

### **Unit – IV**

**Search Engine Marketing and Online Advertising** Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page, and its importance.

### **Unit – V**

**Social Media Marketing:** Understanding social media, Social Networking with Facebook, and LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, and social media for Customer Reach, Acquisition, and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

### **Relevant case study discussions in all units**

### **Textbooks**

1. Michael Miller, Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

### **References**

1. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
2. Richard Gay, Alan Charles Worth and Rita Esen, Online marketing – A customer-led approach
3. Oxford University Press 2007.
4. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr</b>
	<b>23MB32 Rural Marketing</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To enable understanding of the importance of Rural Marketing, Rural Environment, Problems in Rural Marketing in India
<b>2</b>	To describe the different rural marketing Strategies to be adopted by the corporate
<b>3</b>	To elaborate on the rural market brand and channel management aspects
<b>4</b>	To help understand the factors that influence rural consumers during the purchase of products
<b>5</b>	To impart knowledge on various applications and innovation strategies in rural marketing

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the importance of the Indian Rural Economy
<b>CO2</b>	Learn various rural marketing strategies
<b>CO3</b>	Learn the challenges of Retail Channel Management
<b>CO4</b>	Understand the aspects of rural business research
<b>CO5</b>	Learn e-rural marketing, CSR, and IT for rural development-Governance in Rural India

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	-	2	1	2
CO2	2	1	1	1	-
CO3	1	-	2	1	-
CO4	-	-	1	-	2
CO5	2	-	1	-	1

**1 = Slight (Low), 2 = Moderate (Medium), 3=Substantial (High).**

**Prerequisite: Basic knowledge of the concepts of Marketing Management**

**Unit – I:**

**Introduction:** Nature and Characteristics of Rural Market, Understanding the Indian Rural Economy, Rural Marketing Models, Rural Marketing vs. Urban Marketing, Parameters Differentiating Urban & Rural Market, Differences in Consumer Behavior in Rural and Urban Markets.

**Unit – II:**

**Rural Marketing Mix:** Rural Marketing Mix, Additional Ps in Rural Marketing, 4As of Rural Marketing Mix, New Product Development for Rural Market, Rural Market Product Life Cycle, Objectives behind New Product Launch, New Product Development process.

**Unit – III:**

**Rural Market Brand & Channel Management:** Brand Loyalty in Rural Market, Regional Brands Vs National Brands, Channel Management, Indian Rural Retail Market, Rural Retail Channel Management, Strategies of Rural Retail Channel Management.

**Unit – IV:**

**Rural Market Research:** Sources of Information, Factors Influencing Rural Consumers during Purchase of Products, Rural Consumer Lifestyle, Approaches and Tools of Marketing Research, Rural Business Research, Evolution of Rural Marketing Research, Sources and Methods of Data Collection, Data Collection Approaches in Rural Areas, Data Collection Tools for Rural Market. Limitation and Challenges in Rural Marketing Research, Role of Rural Marketing Consulting Agencies.

**Unit–V:**

**Applications and Innovations:** Marketing of Consumer Products, Services, Social Marketing, Agricultural Marketing, Rural Industry Products, Innovation for Rural Market, Marketing Strategies, e-Rural Marketing, Agricultural Cooperative Marketing, Rural Market Mapping, Corporate Social Responsibility, Organized Rural Marketing, IT for Rural Development, e-Governance for Rural India.

**Relevant case study discussions in all units**

**Textbooks:**

1. Pradeep Kashyap, Rural Marketing, 3e Pearson Education, 2016.
2. T P Gopaldaswamy, Rural Marketing, Environment, problems and strategies, Vikas Publications, 3e,2016.
3. Dinesh Kumar, Punam Gupta, Rural Marketing, Sage Publications, 2017

**References**

1. Sanal Kumar Velayudhan, Rural Marketing, Sage Publications, 2e, 2012.
2. C.S.G. Krishnamacharyulu, Lalitha Rama Krishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.
3. Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 200

MBA (III Sem)		L	T	P	Cr
	<b>23MB33</b> <b>Data Mining for Business Decisions</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

1.	To develop strong data analytic skills using a case-based approach
2.	To enable the application of data mining and advanced statistical techniques to business problems. Examples from finance, marketing, operations management, and HR will be discussed.
3.	To introduce students to the basic concepts and techniques of Data Mining and develop skills in using recent data mining software for solving practical problems.
4.	To expose students to independent study and research
5.	Develop and apply critical thinking, problem-solving, and decision-making skills.

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Interpret and analyze large sets of data to gain useful business understanding.
CO2	Develop a quantitative/qualitative analysis report/memo with the necessary information to make decisions.
CO3	Describe and demonstrate basic data mining algorithms, methods, and tools Identifying business applications of data mining.
CO4	Discuss the developments in web mining and text mining
CO5	Develop models for current problems using analytical skills

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	3	2
CO2	-	2	2	3	2
CO3	-	3	-	2	-
CO4	-	2	-	2	-
CO5	1	3	-	1	2

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Prerequisite: Fundamentals of Data Mining and Decision Making**

**Unit – I**

**Introduction Data Visualization:** Understanding business scenarios by analyzing patterns in data. Would cover linear patterns, curved patterns, Normal models, linear models, and nonlinear models. Visualizing higher dimensional data.

**Unit – II**

**Decision Trees:** Value of information: Review concepts from probability and discuss the construction of decision trees. Applications include the use of decision trees to evaluate options.

**Unit – III**

**Classification:** General approach to solving a classification problem. Evaluating the performance of a classifier. Rule-based classification, nearest-neighbor classifiers, and Bayes classifiers. Applications include Anomaly detection, fraud detection in credit cards, etc.

**Unit – IV**

**Exploratory and Confirmatory Models:** Maximum Likelihood estimation and application to management. Dimensionality Reduction: Principal component analysis, Singular Value Decomposition, Factor Analysis, Multidimensional scaling, and cluster analysis

**Unit – V**

**Predictive Modelling:** Multiple Regressions: Multivariate Linear Regression and Statistical Inference in multiple regressions.

**Relevant case study discussions in all units**

**Textbooks**

1. Pang-Ning Tan, Michael Steinbach, and Vipin Kumar (2009), “Introduction to Data Mining”, Pearson Education Inc.

**References**

1. Dean Foster, Robert Stine, and Richard Waterman (1998), “Business Analysis using Regression”, Springer Verlag.
2. Dimitris Bertsimas and Robert M. Freund (2004), “Data, Models and Decisions: The Fundamentals of Management Science”, Dynamic Ideas LLC.

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>20MB34 Programming Analytics</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To apply mathematics/business problem-solving techniques in business applications
<b>2</b>	Translate vast data into abstract concepts and understand database reasoning)
<b>3</b>	Use techniques, skills, and modern managerial tools & techniques necessary for business practice
<b>4</b>	Create and customize visualizations and can also perform predictive analytics using R
<b>5</b>	Learn techniques in data analysis for the managerial decision-making process.

**Course Out Comes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Explore R language fundamentals, including basic syntax, variables, and data types
<b>CO2</b>	Understand the various Loops used for framing control structure
<b>CO3</b>	Apply functions in R Packages
<b>CO4</b>	Demonstrate the Debugging and Simulation concepts used for Business Decisions
<b>CO5</b>	Create and customize visualizations and can also perform predictive analytics using R

**Course Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	-	2	-	2	-
CO2	-	2	-	2	-
CO3	-	2	-	3	1
CO4	2	2	1	2	2
CO5	-	2	2	3	-

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Prerequisite: Fundamentals of Using R Programming and Managerial Decision-Making**

**Unit – I**

**Introduction to R**

Overview and History of R- R Console Input and Output Evaluation- R Studio -Data Types – variables – operators - R Objects and Attributes- Vectors and Lists- Matrices Factors- Missing Values-Data Frames- Names – Reading data in and out of R – Subsetting R objects – Date and time

**Unit – II**

**Control Structures:** If. else – for loops – Nested for loops – while loop – repeat – next- break.

**Unit – III**

**Functions and Packages:** Functions in R- Argument Matching – lazy Evaluation – Scoping rules – lexical scoping – dynamic scoping – Loop functions – Strings – Packages in R.

**Unit – IV**

**Debugging and Simulation:** Debugging tools in R – using traceback () – debug() – recover() – Generating random numbers – setting the random number seed – simulating a linear model – random sampling

**Unit – V**

**R Data Interfaces, Charts & Graphs, R statistics:** CSV files – Excel files – Binary files – XML files – Database. Pie chart – Bar chart – Boxplots – Histograms – Line graphs – Scatter plots Mean median & mode – Linear & Multiple regression – Normal & Binomial distribution – Logistic and Poisson regression – Time series analysis – Non-linear least square – Decision tree – Random Forest – Clustering -Chi-square test – Text mining

**Relevant case study discussions in all units**

**Textbooks**

1. Pang-Ning Tan, Michael Steinbach, and Vipin Kumar (2009), “Introduction to Data Mining”, Pearson Education Inc.

**References**

1. Roger D. Peng (2015), R Programming for Data Science, Lean Publications
2. Paul Teetor (2011), R Cookbook, O’Reilly Publications.
3. Garrett Golemund (2014), Hands-On Programming with R: Write your own functions and simulations, O’Reilly Publications.
4. Richard Cotton (2013), Learning R: A step-by-step function guide to Data Analysis, O’Reilly Publications.
5. Sandip Rakshit (2017), R programming for Beginners, McGraw Hill publications.
6. Winston Chang (2018), R Graphics Cookbook, Second Edition, O’Reilly Publications

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB35</b> <b>Supply Chain Analytics</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To provide an understanding of the information and process required for preparing demand forecasts required for supply chain management.
<b>2</b>	To enable students to appraise supply chain metrics and key performance indicators.
<b>3</b>	To help students prepare demand forecasts by applying business and economic variables with predictive value
<b>4</b>	To equip students to assess the impact of various strategies on different aspects of a supply chain
<b>5</b>	To explain the future of supply chain analytics.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Summarize various aspects of supply chain analytics
<b>CO2</b>	Demonstrate supply chain metrics and KPIs
<b>CO3</b>	Apply appropriate regression methods for a given situation
<b>CO4</b>	Evaluate various supply chain strategies.
<b>CO5</b>	Analyze the future direction of supply chain analytics.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	2	1
CO2	-	2	2	2	1
CO3	1	2	-	3	2
CO4	-	1	2	3	-
CO5	1	-	1	2	2

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Prerequisite: Fundamentals of Supply Chain Management and Analytics**

**Unit – I**

**An Overview of Supply Chain Analytics:** Core components of supply chain analytics, how supply chain analytics works, what makes good analytics, types of analytics; Importance of supply chain analytics, big data in the supply chain, how analytics provides solutions, benefits of supply chain analytics, supply chain analytics as a differentiator.

**Unit – II**

**Basics Metrics and KPI:** Strategic goals, two strategic considerations, Supply chain performance and SCOR model, Maturity models, Reference models, and Benchmarking, applying goals to supply chain. Types of data to be collected, Estimation of various types of costs. Application and appraisal of metrics and KPIs.

**Unit – III**

**Models and Methods for Visibility in Supply Chain:** Introduction to multiple regression and stepwise selection of predictive variables, model overfitting, model cross-validation, selection of variables in linear regression: forward, backward, and best subset selection. Model shrinkage methods and selection of variates in linear regression: the lasso; Holt's model, holt-winter model; Introduction to ARIMA Models; Preparation and analysis of demand forecasts

**Unit – IV**

**Application of Supply Chain Analytics:** Demand forecasting, inventory visibility, partner performance reporting, Procurement reporting; Approach to getting started on supply chain analytics: planning and building an analytics initiative, Measuring supply chain performance. Using data analysis to assess the impact of various strategies on different aspects of a supply chain

**Unit – V**

**Emerging Trends of Supply Chain Analytics:** Pace and variety of current supply chain data, integration and embedding analytics, prescriptive analytics, cognitive analytics; need for planning and strategy, common data structures and terminology, setting achievable and actionable goals.

**Software tools for the course:** R, Rapid Miner, KNMIE

**Relevant case study discussions in all units**

**Textbooks:**

1. Sunil Chopra and Peter Meindl, Supply Chain Management. Pearson Prentice Hall, 6th edition 2016.

**References:**

1. Hyndman, R. J., & Athanasopoulos, G. (2014). Forecasting: principles and practice, Online Open Access Text Book:, <https://www.otexts.org/fpp>
2. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). An introduction to statistical learning: with application in R, New York: Springer, <http://www-bcf.usc.edu/~gareth/ISL/>
3. Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. (1997). Forecasting methods and applications. John Wiley & Sons. Third Edition
4. Chopra, S., & Meindl, P. (2012). Supply Chain Management Strategy, Planning and Operation, Prentice Hall, Fifth Edition.
5. Nahmias, S. (2008). Production and operations analysis, McGraw-Hill/Irwin, Sixth Edition
6. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2004). Managing the supply chain: the definitive guide for the business professional. McGraw.
7. Blokdyk, G (2019). Supply chain analytics: A complete guide. 5starcooks.
8. Kusum Deep, Madhu Jain, Said Salhi, (2019). Logistics, Supply Chain and Financial Predictive Analytics [1st ed.]. Springer Singapore

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr</b>
	<b>23MB36 Data Science using R</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To write down a recipe (i.e., a set of ordered steps) for transforming a dataset into a table or figure that describes a pattern;
<b>2</b>	To Identify and apply functions/packages in R for accomplishing the steps of this recipe
<b>3</b>	Combine data from multiple (unrelated) sources; and
<b>4</b>	Apply best practices in writing code, including using clear naming conventions, commenting steps, and avoiding repetition.
<b>5</b>	Help ensure that code is error-free and legible to our colleagues and future selves.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the need and significance of R software for decision-making
<b>CO2</b>	Apply statistical tools to extract information from raw data
<b>CO3</b>	Demonstrate how regression techniques are used to build predictive models
<b>CO4</b>	Evaluate data mining techniques to make business decisions
<b>CO5</b>	Apply clustering algorithm for classification

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2	1	3	1
CO2	-	3	-	3	2
CO3	1	2	1	2	1
CO4	2	2	1	2	-
CO5	1	2	-	3	-

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Prerequisite:** Fundamentals of Data Analytics and Analytics through R

**Unit – I**

**Introduction to R:** Introduction to data analytics, data types, and data models, History and Evolution of R, R-Features, R environment setup, R basic syntax, R command prompt, R script file, how to import data into R and R packages

**Unit – II**

**R Data Structures, Data Types, and Variables:** Studying Vectors, defining factors, defining lists, data frames, Matrixes, and arrays, understanding R variables, Data type of variable, Type of operators, what is R decision making, Understanding R if statement, R switch statement.

**Unit – III**

**R- Loops, Functions, Strings, Vectors, Arrays, and Factors:** Loops, User defined function, Control structures, data manipulation using r, String construction, R vector creation, access, Manipulate and merge list, Access array elements, Studying R factors, Generate factor levels.

**Unit – IV**

**R Web Data and Text Mining:** Write and read Binary files, understand XML files, Study R databases, understand R my SQL, Query, update tables and rows, create/ drop tables using MySQL, Text mining using RQDA and JGR package.

**Unit – V**

**Machine Learning Using R:** Understanding supervised and non-supervised Techniques, Data partitioning, Cluster analysis, linear, prediction model, logistic regression, K-nearest neighbor, Naïve Bayes, Random forests.

**Relevant case study discussions in all units**

**Textbooks**

1. R for Data science, Dan Toomy, Packt Publishing Ltd. 2014, ISBN 978-1-78439-086-0

**Reference**

1. The Art of R Programming, Norman Matloff, 2009
2. Introductory Statistics with R, Peter Dalgaard, Springer Science + Business Media, LLC, ISBN:978-0-387-79053-4

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB37- Quality Toolkit for Managers</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To acquaint the students with concepts of quality from different theories
<b>2</b>	To create awareness of various concepts of ISO standards.
<b>3</b>	To make awareness about the functioning of statistical process controls in quality management.
<b>4</b>	To provide deeper insights into tools & techniques in quality functioning.
<b>5</b>	To make them familiar with extracting benefits for business through Six Sigma.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Define the structure & framework of quality management
<b>CO2</b>	Gain knowledge of various ISO standards
<b>CO3</b>	Understand the quality control charts.
<b>CO4</b>	Apply & gain knowledge for implementing tools in business through Six Sigma
<b>CO5</b>	Define the concept and methodologies of Six Sigma

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	1	1
CO2	1	2	1	2	2
CO3	-	2	1	2	2
CO4	3	1	-	1	2
CO5	2	1	1	2	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic knowledge of fundamentals of operations

**Unit – I**

**Introduction:** Evolution of Quality – Quality Definition and Contributions by Deming, Juran, Crosby, Feigan baum, Ishikawa and Taguchi – Definition of quality management – Quality management Framework – Barriers or Obstacles to Implementation of Quality Management – Cost of Quality

**Unit – II**

**Quality Management Systems:** Introduction – Benefits of ISO Registration – ISO 9000 series of Standards – ISO 9001 Requirements – Implementation – Documentation – Writing the Documents – Quality Auditing

**Unit – III**

**Statistical Process Control:** Introduction – Pareto Analysis – Cause and Effect Diagram – Checklist or Check sheet – Process Flow Chart – His gram – Scatter Diagram – Statistical Fundamentals such as Mean and Standard deviation – Chance and Assignable Causes – Control Charts for Variables – Process Capability Analysis such as Cp and Cpk – Control Charts for Attributes.

**Unit – IV**

**Tools And Techniques:** Plan-Do-Check-Act (PDCA) Cycle – Quality Circles – Seven Management tools – Benchmarking – Quality Function Deployment (QFD) – Failure Mode and Effect Analysis (FMEA) – Taguchi Method

**Unit – V**

**SIX SIGMA:** Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts.

**Relevant case study discussions in all units**

**Textbooks**

1. Basterfield, et al., Total Quality Management, Pearson Education Asia, 3rd Edition, 2006.
2. Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt.Ltd.

**Reference books**

1. Evans, J.R. and Lindsay, W. M., The Management and Control of Quality, 6th Edition, South-Western (Thomson Learning),2005.
2. Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford,3rd Edition, 2006.

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB38</b> <b>Management of Manufacturing Systems</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To make the students learn the concepts of management of manufacturing system.
<b>2</b>	To enable the student to know the cellular manufacturing system and production flow analysis.
<b>3</b>	To create an opportunity to learn concepts of manufacturing systems.
<b>4</b>	To create awareness about synchronous manufacturing.
<b>5</b>	To enable the students, to understand the flexible manufacturing system.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	State the decisions relating to the management of manufacturing activities.
<b>CO2</b>	Understand the process of cellular manufacturing systems.
<b>CO3</b>	Determine schedule production process effectively by using inventory techniques.
<b>CO4</b>	Develop the resources for using synchronous manufacturing.
<b>CO5</b>	Identify and implement appropriate tools in the flexible manufacturing system.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	3	-
CO2	1	2	2	2	3
CO3	1	2	-	-	-
CO4	2	-	2	-	1
CO5	1	1	1	1	2

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic concepts of manufacturing concepts in industry

**Unit – I**

**Management of Manufacturing Systems:** An Overview – Manufacturing Systems: Type – Challenges – Evolution of Manufacturing Systems – Nine laws in Manufacturing – Various methodologies.

**Unit – II**

**Cellular Manufacturing Systems:** Principle – Group Technology (GT) – Cellular Manufacturing Systems – Layout – Cell Design: formation, operator allocation, sequencing, and scheduling – Part Classification and Coding – Production flow analysis.

**Unit – III**

**Just-in-time:** Evolution of Just-In-Time – Principle – Seven wastes – Just-In-Time (JIT) – Kanban or Pull System – CONWIP – Tools and Techniques.

**Unit – IV**

**Synchronous Manufacturing:** Synchronous Manufacturing or Theory of Constraints – Principle – Definition of Goal by Goldratt – Role of a constraint – Types of resources: bottlenecks and capacity constrained resource – Drum Buffer Rope System.

**Unit – V**

**Flexible Manufacturing Systems (FMS):** Concept of Flexible Manufacturing System (MS) – Flexibility – Types: Single machine cell, Flexible manufacturing cell, Flexible manufacturing system Components – Applications – Benefits – Implementation issues.

**Relevant case study discussions in all units**

**Textbooks:**

1. Mikell P. Groover, Automation, Production Systems and Computer-Integrated Manufacturing, Pearson Education; Fourth edition,2016.
2. Richard J. Schonberger, World Class Manufacturing, Free Press Publication,2008.
3. Feld, W. M., Lean Manufacturing Tools, Techniques and How to Use Them, St. Lucie Press, Florida,2000.

**Reference books:**

1. Richard J. Schonberger, World Class Manufacturing: The Next Decade: Building Power, Strength, and Value, Free Press Publication,2013.
2. R.P.Mohanty & S.G.Deshmukh, Advanced operations management,Pearson Education (Singapore) P.Ltd

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB39 Materials Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	Having an ability to apply mathematics/business problem-solving techniques in business applications
<b>2</b>	Having a clear understanding of the subject-related concepts and contemporary issues
<b>3</b>	Having the ability to design Quantitative / product/service solutions applying all the relevant standards and with realistic constraints, in different managerial contexts.
<b>4</b>	Having the ability to use techniques, skills, and modern managerial tools & techniques necessary for business practice
<b>5</b>	Having a clear understanding of quality management and quality control practices.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Apply the principles and techniques of materials management, whilst ensuring their congruence with the mission and goals of the organization.
<b>CO2</b>	Learn inventory control tools and techniques to improve business competitiveness in the supply chain.
<b>CO3</b>	Identify specific and special features of the vendor management for cost-effective operations.
<b>CO4</b>	Develop the ability to work independently in procurement activities with additional knowledge of quality management and materials handling systems.
<b>CO5</b>	Apply the knowledge of quality management and quality control of supplies.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	1
CO2	1	2	-	2	2
CO3	2	1	2	-	2
CO4	2	2	2	1	-
CO5	3	2	-	1	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-Requisite: Fundamentals of store and inventory management**

**Unit I**

**Introduction**-Introduction to Materials management, Production Planning: Demand Forecasting Aggregate planning, Master Scheduling, BOM, MRP, Capacity Planning, Production Scheduling.

**Unit II**

**Inventory Management**-Stores and Warehousing, Stock assessment, Cost of Inventory, Selective Inventory Control, MUSIC 3D, JIT Inventory Management.

**Unit III**

**Procurement & Vendor Management:** Foundations of Strategic Sourcing and Supply Management, P2P Process, Strategy Development; Procurement: Ordering Quantity, Procurement Types, Steps of Procurement, Tendering & Bid evaluation process, Negotiation & Ordering, Importing, Procurement Cost; Vendor Management: Vendor Development, Vendor Rating, and Selection and Analytics Hierarchy Process (AHP), Supplier Performance Management.

**Unit IV**

**Material Handling:** Material Handling System: Cranes, Conveyors, Feeders, Pipelines, Processing of materials and Cost

**Unit V**

**Quality Management:** Quality Management and Audit; Supply Quality Management; Inspection, Acceptance Sampling, Quality Control of supplies; Supply Base Integration.

**Textbooks**

1. J.R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, (2011), Introduction to Materials Management, 7th edition, Pearson.
2. Monczka M Robert et al, (2016), Purchasing and Supply Chain Management, 6th edition, Cengage Learning.

**References**

1. Hiroyuki Hirano, (2009), JIT Implementation Manual (Series), 2nd edition, FL: CRC Press.
2. Joseph L. Cavinato, Ralph G. Kauffman, (2000). The Purchasing Handbook, 6th edition, McGraw Hill.
3. Fred B. Sollish, John Semanik, (2012), The Procurement and Supply Manager's Desk Reference, 2nd edition, NJ: John Wiley & Sons.
4. Robert Handfield, (2006), Supply Market Intelligence, Auerbach Publications (Taylor and Francis).

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB40 Green Business Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To impart to students an understanding of green business, advantages, and issues.
<b>2</b>	To provide knowledge of the strategies for building eco-business.
<b>3</b>	To analyze the approaches of ecological economics
<b>4</b>	To elucidate issues at the time of implementing strategies for green business
<b>5</b>	To evaluate green business management techniques and methods

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Use the concept of green business
<b>CO2</b>	Build eco-advantage strategies;
<b>CO3</b>	Examine the ecological approaches.
<b>CO4</b>	Develop implementable green business strategies; and
<b>CO5</b>	Apply green business techniques and methods.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	3	-
CO2	1	2	2	2	3
CO3	1	2	-	-	-
CO4	2	-	2	-	1
CO5	1	1	1	1	2

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic concepts of manufacturing concepts in industry

### **Unit I**

**Introduction to Green Management** Concept of Green Management; Evolution; Nature, scope, importance, and Types; Green Management in India; Relevance in the twenty-first century.

### **Unit II**

**Organizational Environment**-Indian Corporate Structure and Environment; How to go green; spreading the concept in the organization; Environmental and sustainability issues to produce high-tech components and materials, Life Cycle Analysis of materials, sustainable production, and its role incorporate environmental responsibility (CER).

### **Unit III**

**Approaches From Ecological Economics**-Indicators of sustainability; Eco-system services and their sustainable use; Biodiversity; Indian perspective; Alternate theories

### **Unit IV**

**Environmental Reporting and Iso14001**-Climate change business and ISO14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management.

### **Unit V**

**Green Business Techniques and Methods**-Green tax incentives and rebates (to green projects and companies); Green project management in action; Business re-design; Eco-commerce models

#### **Relevant case study discussions in all units**

### **Textbooks**

1. Vom Brocke, J., Seidel, S., & Recker, J. (Edition 1). (2012). Green Business Process Management: towards the sustainable enterprise. Springer Science & Business Media.
2. Sommer, A. (2012). Managing green business model transformations. Springer Science & Business Media.
3. Tehrani, N. (2011). Understanding Green Business. Author House. First edition

### **Reference Books**

1. Green Marketing and Management: A Global Perspective by John F. Whaik, Qbase Technologies.
2. Green Project Management by Richard Maltzman And David Shiden, CRC Press Books. First edition
3. Green and World by Andrew S. Winston, Yale Press B

MBA (III Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB75 Tally &amp; VBA Lab</b>	1	-	2	2

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To understand the concepts of Tally ERP, including GST.
<b>2</b>	To Create Charts, Tables, and graphs using MS Excel.
<b>3</b>	To Understand the basics of VBA, its purpose, and its applications within Microsoft Office products.
<b>4</b>	To Write VBA code to automate complex tasks in Excel and other Office applications.
<b>5</b>	To Work with arrays and collections to handle multiple data items.

**Course outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Apply basic accounting principles using Tally ERP.
<b>CO2</b>	Analyze and apply various functions of advanced Excel.
<b>CO3</b>	Navigate and utilize the VBA development environment effectively.
<b>CO4</b>	Apply basic to advanced programming concepts within VBA.
<b>CO5</b>	Develop, test, and deploy VBA projects that solve real-world problems.

**Co-Po Articulation Matrix:**

Course Outcomes	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	1	1
CO2	1	2	1	-	-
CO3	2	1	1	-	-
CO4	2	1	-	1	<b>1</b>
CO5	3	2	1	1	-

**1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)**

**Prerequisite:** Basics in accounting, and Microsoft Excel

### Unit I

**Introduction to Accounting Packages:** Tally, Basic accounting, fundamentals of tally, accounting software tally, inventory handling using tally, voucher entry in tally, advanced accounting in tally.

### Unit II

**Introduction and Advanced functions of M.S Excel:** Introduction to M.S Excel, Excel environment basic workbook - consolidating work functions in M.S Excel, Data sorting function-logical function - lookup function –conditional function - PIVOT Chart function

### Unit III

**Introduction to VBA:** Start VBA & Security: Introduction about VBA, Security concepts involved in Excel 2003,2007 & 2010. How to use Visual Basic Editor (VBE). The Excel Macro Recorder. Excel Objects: Introduction to Object, Properties & Methods, Using Input box & Message box, Sheets, Ranges & Offset, Excel VBA Variables.

### Unit IV

**VBA Conditions, Functions, and Exceptions: Conditions & Loops:** Using IF Statement in VBA, Using SELECT CASE Statement, Using Do While Loop & FOR NEXT Loop in Excel. **Functions & Subroutine:** Working with User-Defined Functions (UDF). Theory on Variables, Scoping, etc. Working with Dates. **Exceptions:** Error Handling Methodologies, Work Sheet & Workbook Events. Excel Object Model usage, learning various ways of referring–Ranges, Sheet & Workbook

### Unit V

**Advance VBA:** Forms: Introduction to Excel VBA User forms. Controls: Filling User form Controls. Validation: Validating user input into a user form. Array: Method of storing multiple data in Array. Chart: Creating Charts in Excel using VBA. Customizing the chart. Pivot: Pivot Tables & VBA. Generating Multiple Pivot Table Reports using VBA. Database: Linking to Databases (like Access) from Excel & Working with them, Update to & from database

### References

1. Namrata Agarwal: Tally 9, Dream tech Publication
2. "Excel VBA Programming For Dummies" by Michael Alexander and John Walkenbach
3. "VBA for Modelers: Developing Decision Support Systems with Microsoft Office Excel" by S. Christian Albright
4. "Excel 2019 Power Programming with VBA" by Michael Alexander and Richard Kusleika.
5. "Professional Excel Development: The Definitive Guide to Developing Applications Using Microsoft Excel and VBA" by Stephen Bullen, Rob Bovey, and John Green
6. "Excel VBA Programming: A Comprehensive Guide for Beginners to Intermediates Step-by-Step Approach to Learn Excel VBA Programming from Scratch" by Daniel Jones
7. "Excel 2016 Power Programming with VBA" by Michael Alexander and Dick Kusleika
8. "VBA Developer's Handbook" by Ken Getz and Mike Gilbert
9. "Access 2019 Programming by Example with VBA, XML, and ASP" by Julitta Korol
10. "Mastering VBA for Microsoft Office 365" by Richard Mansfield
11. "Automating Excel with VBA" by Mike Van Niekerk
12. .Glyn Davis & Branko Pecar: Business Statistics Using Excel, (Oxford)
13. .David Whigham: Business Data Analysis Using Excel, (Oxford)

MBA (III Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB76 Internship</b>	3	-	2	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To understand the problem under the study, conduct a literature survey.
<b>2</b>	To visit the selected organization for field study work, to collect data & submit the interim report.
<b>3</b>	To conduct data analysis using various tools & techniques
<b>4</b>	To present the draft report to the department for assessment and feedback.
<b>5</b>	To submit the final report for external evaluation.

**Course outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the literature survey, define the problem under study, and explain its significance.
<b>CO2</b>	Demonstrate the data collected, prepare an interim report, and present it to the selected company for approval.
<b>CO3</b>	Analyze the data collected, revise the report, and present it to the department for feedback and improvement.
<b>CO4</b>	Reframe the quality, novelty, and contribution of the findings, suggestions, and conclusions of his/her study to the chosen field.
<b>CO5</b>	Summarize and submit the final report of the work and present it to the examiners in person for defense.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	1	-
CO2	-	2	-	1	1
CO3	2	2	1	2	1
CO4	2	3	-	-	-
CO5	1	-	2	2	3

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Familiar with Industry analysis

<b>Chapter-1</b>	Introduction
<b>Chapter-2</b>	Objectives & Methodology
<b>Chapter-3</b>	Theoretical framework
<b>Chapter-4</b>	Company & Industry Profile
<b>Chapter-5</b>	Conclusion

# **IV SEMESTER**

MBA (IV Sem.)		L	T	P	Cr.
	<b>23MB14</b> <b>Entrepreneurship &amp; Start-up Management</b>	<b>4</b>	-	-	<b>4</b>

**Course Educational Objectives (CEOs):** In this course, students will learn

1.	To understand the nature of entrepreneurship.
2.	To motivate Entrepreneurial opportunities and support
3.	To understand the start-up management and sustainability of ventures
4.	To give a clear picture about the process and involved in setting up a small scale industrial settings and bigger settings.
5.	To know about institutional supporting system – training and financial dimensions of entrepreneurship and startup management

**Course Outcomes (COs):** At the end of the course, Students will be able to

CO1	Explain the basics of entrepreneurial skills for a better understanding of the entrepreneurial scenario
CO2	Describe the various components from I to E and promoting adaptability nature
CO3	Demonstrate startups and constructive ideas to startup business perspectives at various levels
CO4	Illustrate small-scale ventures and registrations and patents related to entrepreneurship and startup management
CO5	Define the significance of institutional support at various levels for determining the entrepreneurial and startup ecosystem.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	3
CO2	2	1	1	1	1
CO3	1	1	2	1	1
CO4	1	3	2	-	-
CO5	1	2	1	-	-

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** To be aware of industrial establishments, innovation, and business sequence.

### **Unit – I**

#### **Introduction to Entrepreneurship**

Definition of Entrepreneurship and its significance concept, characteristics, and growth of entrepreneur. factors influencing entrepreneurship, entrepreneurial process barriers of entrepreneurship. The scenario of entrepreneurship in India, rural entrepreneurship, and women entrepreneurship

### **Unit – II**

#### **Entrepreneurship opportunities and management**

Identifications of business opportunities, idea generation, innovation, incubation, entrepreneurship, and commercialization preparation of detailed project reports, entrepreneur's legal and regulatory systems, intellectual property rights, patents, copyrights, and trademarks and their protection.

### **Unit – III**

**Start-up management:** concept, significance, Startup opportunities, the big idea – generate ideas with brainstorming, business startups equation, the startup ecosystem in India and Government Initiatives, Startup survival and growth – stages of growth in new venture, venture life pattern, reasons for new venture failures, scaling ventures. Preparing for change, Leadership succession, and support for growth and sustainability of the ventures.

### **Unit- IV: Small-Scale Ventures in India**

Concept of micro, small, and medium enterprises, and startups. Scope and trends of small entrepreneurship and startup in India, Role of government in promoting small-scale industries, types of Loans for entrepreneurship and startups, Registration and licensing of industries and business patent rights, business opportunity analysis, and business planning process in India.

### **Unit-V**

#### **Institutional Support to Entrepreneurship and start-up management**

Training institutions“ District Industry Centre (DIC) Entrepreneurship Development Institute of India (EDII) National Small Industries Corporations (NSCI) Ministry of Micro, Small and Medium Enterprises (MSME), Institutions’ Innovation Council – MHRD, Association of Lady Entrepreneurs of Andhra Pradesh (ALEAP). Financial Supports Institutions: Small Industries Development Bank of India (SIDBI). Industries Development Bank of India (IDBI). State Financial Corporation (SFC) and the banking sector with different funding programs at financial institutions.

### **Relevant Case Study Discussions in All Units**

### **Textbook**

1. P. Narayana Reddy: Entrepreneurship. Cengage Learning, New Delhi, 2010
2. Kathleen R Allen, Launching new ventures: An entrepreneurial approach, Cengage Learning, 2016.
3. Steven Fisher, Ja-nae Duane, the startup equation – A visual guidebook for building your startup, Indian edition, Mc Graw Hill Education India Pvt Ltd. 2016.
4. Donald F Kuratko, Jeffery S Hornsby, New Venture Management: The Entrepreneurs Road map, 2<sup>nd</sup> edition, Routledge. 2017

### **References**

1. Hisrich: Entrepreneurship, TMH, New Delhi, 2009
2. Vasantha Desai Entrepreneurship, TMH, New Delhi, 2009
3. Rajeev Roy: Entrepreneurship, Oxford University Press, New Delhi, 2010
4. V. Gangadhar, Narsimha Chary: Entrepreneurship Development, Kalyani Publishers, New Delhi, 2007.
5. Anjan Rai Chaudhuri, Managing new ventures, concepts, and cases, Prentice Hall International, 2010.

MBA (IV Sem.)		L	T	P	Cr.
	<b>23MB15</b> <b>Indian Ethos &amp; Business Ethics</b>	4	-	-	4

**Course Educational Objectives (CEOs):** In this course, students will learn

1	To impart Indian ethos from Indian historical perspectives.
2	To discuss Indian heritage in business management.
3	To understand contemporary leadership approaches and cosmic laws of Karma, creation, Humility, Growth, Responsibility, and Connection
4	To explain theories and approaches of ethics.
5	To Discuss ethics in business

**Course Outcomes (COs):** At the end of the course, Students will be able to

CO1	Understand Indian ethos from Indian historical perspectives.
CO2	Discover Indian heritage in business management.
CO3	Analyze and apply contemporary leadership approaches and cosmic laws of Karma, creation, Humility, Growth, Responsibility, and Connection
CO4	Evaluate theories and approaches of ethics.
CO5	Develop and Apply ethics in business.

**CO-PO Articulation Matrix:**

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	1	2	2	2
CO2	3	2	1	1	2
CO3	2	-	3	1	1
CO4	1	-	2	2	2
CO5	3	1	-	2	2

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

**Prerequisite: Basic knowledge of Indian Ethos & Business Ethics**

**Unit -I**

**Introduction-** History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Artha sastra.

**Unit-II**

**Indian heritage in business, management:** Ethics v/s Ethos, Indian v/s Western Management, Work Ethos, and Values for Indian Managers- Relevance of Value-Based Management in Global Change-Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture, Stress Management-Meditation for mental health, Yoga.

**Unit-III**

**Leadership and cosmic laws:** Contemporary Approaches to Leadership- Joint Hindu Family Business- Leadership Qualities of Karta, Indian Systems of Learning-Gurukul System of Learning, Advantages-Disadvantages of Karma, Importance of Karma to Managers-Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership.

**Unit-IV**

**Theories and approaches of ethics:** Understanding the need for ethics, Ethical values, Myths and Ambiguity, Ethical Codes, Ethical Principles in Business; Theories of Ethics, Absolutism vs Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development, Managing Ethical Dilemma.

**Unit-V:**

**Ethics in business:** Characteristics, Ethical decision making, Ethical dilemmas in different business areas of Finance, Marketing, HRM and International Business, Ethical Culture in Organization, developing codes of ethics and conduct, Ethical and value-based leadership. Cognitive barriers to a good ethical judgment - Whistle Blowing, Corporate Governance and Corporate Social Responsiveness.

**Relevant case study discussions in all units**

**Textbooks**

1. Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought, Himalaya Publishing House, Delhi 1998.
2. Business Ethics: An Indian Perspective -Third Edition -By Pearson Education, New Delhi 2019.

**References**

1. Chakraborty, S.K.: Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi 1995.
2. Boatright, John R: Ethics and the Conduct of Business, Pearson Education, New Delhi 2005.
3. Kumar, S., and N.K. Uberoi: Managing Secularism in the New Millenium, Excel Books 2000.
4. Griffiths, B: The Marriage of East and West, Colling, London 1985.
5. Trevion and Nelson: Managing Business Ethics, John Wiley, and Sons, 1995.
6. Bhaskar R.K: Man Management: A Value Based Management Perspectives, Sri Satya Sai Students and Staff Welfare Society, 2011

MBA (IV Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB41 International Financial Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, students will learn

<b>1</b>	Explain the conceptual framework of International Financial Management.
<b>2</b>	To understand the Globalization of the economy, its effects, and recent trends.
<b>3</b>	Illustrate the key concepts like Balance of Payment (BOP) Economic&Monetary Union (EMU)etc.
<b>4</b>	Restate concepts & working of foreign exchange markets, Exchange rates mechanism, and different parity theories like Exchange rate parity, interest rate parity, purchasing power parity& International Fisher Effect, etc.
<b>5</b>	Differentiate the concepts of Long-Term & Short-Term Assets LiabilityManagement (ALM) techniques etc.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Describe International financial management and Balance of payment (BOP)
<b>CO2</b>	Illustrate the Function and structure of foreign exchange markets and exchange rate mechanism/movement.
<b>CO3</b>	Analyze concepts like arbitrage, parity theories and shall be able to demonstrate the relationship between inflation interest rates& Exchange rates.
<b>CO4</b>	Determine proficiency in long-term asset liability management like international capital budgeting and international capital structures
<b>CO5</b>	Determine short-term asset liability management like international cash receivables management and international inventory management

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	2	-	2	2
<b>CO2</b>	3	2	-	2	2
<b>CO3</b>	2	2	-	2	1
<b>CO4</b>	3	1	-	2	2
<b>CO5</b>	2	-	1	2	2

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic issues in domestic and foreign investment **markets**, economies, international business transactions, and forex.

### **Unit-I**

**International Financial Management:** Introduction, Dimensions, and Goals– Globalization of world economy-recent trends. Theories of International Business, International Business Methods. International Flow of Funds Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP. Economic and Monetary Union (EMU).

### **Unit-II**

**Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, foreign exchange quotations, process of arbitrage, speculation in the forward market. Overview of markets-Eurocurrency market, Euro credit market, Euro bond market, International Stock market.

### **Unit-III**

**Exchange Rates:** Measuring exchange rate movements and factors influencing exchange rates. Government influence on exchange rates-exchange rate systems. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates-Purchasing Power Parity-International Fisher Effect.

### **Unit-IV**

**Long-Term Asset-Liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing Equity, Bond financing, parallel loans.

### **Unit-V**

**Short-Term Asset-Liability Management:** International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export-Import Bank of India.

### **Relevant case study discussions in all units**

### **Textbooks:**

1. Jeff Madhura, International Financial Management, Thomsons–South Western 2011
2. Apte, P.G., International Financial Management, Tata McGraw-Hill, New Delhi. -2010

### **References:**

1. Madhavji, International Financial Management, Excel Books, New Delhi. -2006/2010
2. Abdullah, F.A., Financial Management for the Multinational Firm. Engle wood Cliffs, New Jersey.
3. Bhalla .V.K. International Financial Management, Anmol Publications, New Delhi.-2007/ 2014
4. Eitman. Stone Hills, Moffett, Multinational Business Finance, Addition Wesley, 2019

		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
<b>MBA (IV Sem.)</b>	<b>23MB42</b> <b>Financial Derivatives</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, students will learn

<b>1</b>	To Acquaint students with the conceptual and regulatory framework of Derivative Markets.
<b>2</b>	To Enable students to apply Hedging and Trading strategies in derivative markets for risk management.
<b>3</b>	To Comprehend and analyze the options market through the application of option strategies.
<b>4</b>	To Determine options pricing using the Binomial and Black-Scholes options pricing models.
<b>5</b>	To Understand and calculate various types of Swaps.

**Course outcomes (COs):** At the end of the course, Students will be able to

<b>CO1</b>	Understand the significance of financial derivatives, including their growth and regulatory framework.
<b>CO2</b>	Analyze the differences between forwards and futures contracts, as well as evaluate the margining system in India.
<b>CO3</b>	Analyze various trading strategies involving options and their potential outcomes.
<b>CO4</b>	Apply the Binomial and Black-Scholes models to assess intrinsic and time values in option pricing.
<b>CO5</b>	Understand the structure of swaps, differentiating between interest rate swaps, currency swaps, and commodity swaps.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	-	2	3	1
<b>CO2</b>	2	3	1	-	2
<b>CO3</b>	2	3	-	2	2
<b>CO4</b>	3	2	-	1	1
<b>CO5</b>	2	2	1	2	2

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Knowing basic concepts of investments, financial markets, and their functions.

### **Unit - I**

**Introduction to Financial Derivatives** – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants- Functions – Types of Derivatives – Forwards – Futures – Options-Swaps – The Regulatory Framework of Derivatives Trading in India.

### **Unit - II**

**Futures** - Features of Futures –Differences Between Forwards and Futures – Financial Futures –Trading – Currency Futures – Interest Rate Futures – Pricing of Future Contracts Value at Risk (VaR)-Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

### **Unit - III**

**Options Market** – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options- Trading Strategies Involving Options – Basic Option Positions – Margins – Options on Stock Indices – Options Markets in India on NSE and BSE.

### **Unit - IV**

**Option Pricing** – Intrinsic Value and Time Value- Pricing at Expiration – Factors Affecting Options Pricing- Put-Call Parity Pricing Relationship- Pricing Models - Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

### **Unit – V**

**Swaps** – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role –Equity Swaps – Economic Functions of Swap Transactions - FRAs and Swaps.

### **Relevant case study discussions in all units**

### **Textbooks**

1. S.L. Gupta, Financial Derivatives: Theory Concepts and problems, Prentice Hall, New Delhi, 2017.
2. John C. Hull Introduction to Futures and Options Markets, Prentice Hall, New Delhi, 2018.

### **References**

1. Stulz, Risk Management & Derivatives, Cengage, 2016
2. Jayanth Rama Varma Derivatives and Risk Management, TMH, 2017.
2. Don M. Chance, Robert Brooks, (2015), An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning.
3. Dubofsky, David A, Miller Jr, Thomas W, (2008), Derivatives – Valuation and Risk Management, 1st edition, Oxford University Press.

MBA (IV Sem.)		L	T	P	Cr.
	<b>23MB43</b> <b>Banking and Insurance Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, students will learn

1	To make students understand the relationship between bankers and customers for mutual benefit
2	To create awareness among the students on various functions of the banking system
3	To update the students on the emerging trends and issues in the banking sector
4	To educate the students on the significance of coverage insurance
5	To make students understand the creditworthiness of customers based on their financials.

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Understand the importance of the relationship between bankers and customers
CO2	Gain exposure to various investment alternative functions of banking systems
CO3	State the emerging trends and issues in the banking sector
CO4	Identify the importance of coverage of insurance
CO5	Evaluate the creditworthiness of different customers based on their key financial details

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	1	-	1	-
CO2	2	-	-	1	-
CO3	2	1	-	1	-
CO4	2	-	-	2	2
CO5	2	2	-	2	2

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic idea of banking and non-banking institutions and their functions

### **Unit– I**

**Bankers –Customer Relationship:** Definition and meaning of banker and customer, permitted activities of commercial banks in India–deposit accounts- opening operations and closure of fixed deposit accounts and types

### **Unit–II**

**Banking investments:** Negotiable instruments, types of negotiable instruments and parties, banking services Safe custody, MICR hearing, ATM,,s, credit cards debit cards traveling cheques, ombudsmen, and customer services.

### **Unit–III**

**Emerging Trends and Issues:** International banking euro bank and offshore banking, an overview of banking risks, corporate governance, credit risk management in banks, liquidity risk management, and asset liability management.

### **Unit–IV**

**Principles and Practices of Insurance:** Introduction to risk and insurance, types of insurance-basic principles of general and life insurance regulations on investments, insurance funds concerning shareholders' funds, and policy shareholders' funds.

### **Unit–V**

**Credit and Its Instruments:** Role of credit–credit instruments–types of credit–factors influencing the volume of credit–Defects of credit creation by commercial banks–credit control by RBI. Types of insurance products: General insurance products, marine, motor engineering,and others. Life insurance products: endowments, whole life plans, money back, ULIPs,pension plans, health plans, and group insurance schemes. Risk management: risk & uncertainty

### **Relevant Case Study Discussions in All Units**

### **Textbook**

1. McNamara principles of Risk management and Insurance, Addison-Wesley.
2. Bimal Jaiswal, Currency banking and Exchange, Vikas Publishing house,2016 new edition

### **References**

1. Vasant Desai: Indian Banking-Nature and problems, Himalaya Publishing House, Mumbai
2. Anand Ganguly: Insurance Management-PHI, New Delhi2007.
3. George E Resda, Risk management and Insurance-2017
4. Benjamin H Bankhurt, Money banking system, Times of India Press, Mumbai. Charles L Prather, Money & Banking, Richard Inc., Illin ois.
5. Hawtrey, The art of Central Banking, Sugustus M Kelley Publishers,2017, New York.

MBA (IV Sem)		L	T	P	Cr
	<b>23MB44</b> <b>Mergers, Acquisitions &amp; Corporate Restructuring</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, students will learn

1	To impart knowledge on valuation of mergers & acquisitions
2	To give awareness on Accounting Aspects of Mergers & Acquisitions.
3	To provide knowledge of alternative finances of mergers and acquisitions.
4	To explain valuation methods for mergers and acquisitions.
5	To discuss regulations on mergers and acquisitions of regulatory bodies.

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Acquire knowledge on valuation of mergers & acquisitions.
CO2	Learn and understand Accounting Aspects of Mergers & Acquisitions.
CO3	Know the alternative finances of mergers and acquisitions.
CO4	Understand valuation methods for mergers and acquisitions.
CO5	Obtain knowledge on rules and regulations for mergers and acquisitions.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	-	2	1	2
CO2	2	1	1	1	-
CO3	1	-	2	1	-
CO4	-	-	1	-	2
CO5	2	-	1	-	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

**Prerequisite: Basic knowledge of Mergers, Acquisitions & Corporate Restructuring**

**Unit -I**

**Introduction:** Overview on Reasons for Mergers: Types of Mergers: Process of Mergers: Motives for mergers, Theories of Mergers: De Mergers, Reverse Mergers.

**Unit -II**

**Accounting Aspects of Mergers & Acquisitions:** SEBI Guidelines- -Tax Implications –Major Mergers and Acquisitions in India during the last two decades- Due Diligence Process for Mergers and Acquisitions- Ethical issues in Mergers and Acquisitions (M&A).

**Unit-III**

**Financing of Mergers &, Acquisitions:** Financing Alternatives-Management Buyouts – Employee Stock Ownership Plan (ESOP) Types-Leveraged Buyouts-SEBI Guidelines – Value drivers.

**Unit-IV**

**Valuation methods:** Discounted cash flow method, Price to Earning (P/E) Multiple methods, Price to Book Value (P/BV) multiple other valuation methods.

**Unit-V**

**Regulations for Mergers and Takeovers in India:** SEBI Guidelines for M&A takeovers – Horizontal mergers- Cross border Mergers and Acquisitions: Motivations - Opportunities and Threats –Emerging trends and future directions.

**Relevant Case Study Discussions in All Units**

**Textbooks:**

1. Kevin K. Boeh and Pall W. Beamish: Mergers and Acquisitions, SAGE Publications Inc; 1st edition (9<sup>th</sup> January 2007).
2. Mergers and Restructuring and Corporate control, Ray Kamal Josh. (PHI Learning).
3. Mergers, Acquisitions and Business Valuation, Ravinder Vadapalli,2007(Excel Books)
4. M&AC, Rajindar Aurora, Kavitha Setty, Oxford University,2008.
5. Creating value from mergers and acquisitions, Sudi Sudarshanam, Pearson,2009
6. Corporate restructuring, mergers, acquisitions, Das, Rakshit & Debasish, Himalaya publishers,2012.

**Reference books:**

1. Dr. JC. Verma: Corporate Mergers, Amalgamation and Takeovers (Bharat)
2. S. Ramanujam, et al: Mergers – Issues Implications and Case Laws in Corporate Restructuring (**Tata McGraw Hill**)
3. Weston, et al : Takeovers Restructuring and Corporate Governance(**Pearson**)
4. Ravindhar Vadapalli: Merger Acquisitions and Business Valuation (**Excel**)

MBA (IV Sem.)		L	T	P	Cr.
	<b>23MB45</b> <b>International Human Resource Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

1	To make the students distinguish between domestic and global HRM
2	To make the students understand issues and practices about the major HRM functions within the context of a multinational environment
3	To familiarize the students with the importance and challenges of cross-cultural management
4	To equip the students with the basic information of Compensation and performance management in global assignments.
5	To acknowledge the students with the measures required for creating a strategic HRD climate.

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Understand the concept of Human Resource Management from a Global perspective.
CO2	Discuss various functions and legal aspects of global HRM
CO3	Identify the importance of cultural diversity in global assignments
CO4	Interpret the concepts of various compensation approaches and performance management in a global context
CO5	Demonstrate and handle Global HRD climate

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	3	-
CO2	1	2	-	3	-
CO3	2	-	1	3	3
CO4	2	3	1	2	2
CO5	2	-	1	2	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic knowledge of Human Resource Management

### **Unit -I**

**Introduction:** A Global HR Perspective in New Economy-Challenges of Globalization-Implications of Managing People and Leveraging Human Resource - Strategic Role of International HRM – Distinction between Domestic and International HRM – HR Challenges at International Level.

### **Unit -II**

**Managing International Assignments:** Significance -Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy - Positioning Expatriate – Repatriate – factors of consideration – Strategies-Legal content of Global HRM- International assignments for Women - Problems.

### **Unit -III**

**Cross Culture Management:** Importance – Concepts and issues – Understanding Diversity – Managing Diversity Cross- Cultural Theories – Hofstede’s Model – Kluckhohn – Strodth beck Model – Andre- Laurent’s Theory – Cultural Issues. considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams. Talent crunch – Indian MNCs and Challenges.

### **Unit -IV**

**Compensation Management:** Objectives -Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – Approaches of Compensation in Global Assignments - Global Compensation Implications on Indian Systems - Performance Management.

### **Unit -V**

**Global Strategic Advantages through HRD:** Measures for Creating Global HRD Climate – Strategic Framework of HRD and Challenges - Globalization and Quality of WorkingLife and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture.

### **Relevant Case Study Discussions in All Units**

#### **Textbooks**

1. International Human Resource Management Text & Cases-P.L Rao Excel Books
2. IHRM-Text & Cases P.Subba Rao 3rd revised edition Himalaya Publishing House
3. International Human Resource Management, 7th Edition Peter J. Dowling, Marion Festing, Allen D. Engle Cengage India Pvt Ltd

#### **References**

1. Subba Rao P: —International Human Resource Management, Himalaya Publishing House, Hyderabad, 2011
2. Nilanjan Sen Gupta: —International Human Resource Management Text and cases, ExcelBooks, New Delhi.
3. Tony Edwards: —International Human Resource Management, Pearson Education, NewDelhi, 2012
4. Aswathappa K, Sadhana Dash: —International Human Resource Management, TMH, NewDelhi,
5. Monir H Tayeb: —International Human Resource Management, Oxford Universities Press, Hyderabad, 2012.

MBA (IV Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB46 Management of Change</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn.

<b>1</b>	To make students with a model based on the understanding of organizational change.
<b>2</b>	To be aware of the students, thorough various factors involved in facilitating and managing change.
<b>3</b>	To know about strategic leverages for managing change in an organizational context.
<b>4</b>	To make students realize the significant role of culture in dealing the change in an organizational context.
<b>5</b>	To understand the significance of people in managing the change in an industrial context.

**Course Outcomes (COs):** At the end of the course, Students will be able to

<b>CO1</b>	Demonstrate the knowledge and role of management of change.
<b>CO2</b>	Identify different insights in managing change in an organizational context.
<b>CO3</b>	Explain changing trends in the business environment.
<b>CO4</b>	Understand the culture and its significance in dealing with the new culture.
<b>CO5</b>	Describe the people's role in managing change and develop different cognitive versions in managing change.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	1	2	2	2
<b>CO2</b>	2	2	2	1	1
<b>CO3</b>	2	2	1	2	1
<b>CO4</b>	2	2	1	2	1
<b>CO5</b>	2	2	2	2	2

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** To be aware of customers' perceptions, demands, and business scenarios and need for change, models, and employees

### **Unit-I**

**Understanding Change:** Nature of Change- Managing Change- Forces of Change: External-Internal; Types of Change- Models of Organizational Change: Lewins Model Planning Model- Action Research Model- Integrative Model, role of management of change in management studies

### **Unit-II**

**Managing Change:** The Current Status- Designing the New Status- Impact Analysis- Transformation Planning: Structural Considerations- Management Processes- Managing HR- Culture Management- Information Technology; Creating the Support Systems: Management Support- Employee Support- Administrative Systems & Procedures

### **Unit-III**

**Strategic Leverages to Change-** Changing Trends in Work Environment- Organizational Restructuring -Reorganizing Work: Outsourcing-In sourcing- Vertical Integration- Horizontal Integration, Process Oriented Strategies: Benchmarking-Value Management- Business Reengineering; Competitor & Customer Oriented Strategies

### **Unit-IV**

**Organizational Culture & Change:** Corporate Culture- Dealing with Change- Identifying & Diagnosing Organizational Culture-Developing New Culture-Assessing Cultural Risk

### **Unit-V**

**Managing Change through People:** Dealing with Individuals: The 3 R's of Management: Reason Management- Relationship Management- Results Management- Dealing with Groups- Sensitivity Training- Team Building-Self Managed Work Teams (SMT's)-Team-Based Compensation-Overcoming Organizational Resistance to Change.

### **Relevant case study discussions in all units**

### **Textbooks**

1. Harigopal.K, Management of Organizational Change-Leveraging Transformation, 2nd Edition, Response Books, 2006.

### **References**

1. Somnath Chattopadhyay and Udai Pareek, *Managing Organizational Change*, Oxford & IBH, New Delhi, 1982.
2. Nilanjan Sengupta: *Managing Changing Organizations*, PHI Learning, New Delhi, 2009.
3. Adrian Thornhill: *Managing Change*, Pearson Education, New Delhi, 2008.
4. Radha R Sharma: *Change Management*, TMH, New Delhi, 2008.

MBA (IV Sem)		L	T	P	Cr.
	<b>23MB47 Talent Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn.

1	To familiarize the concepts, role, significance, and assessment of talent management.
2	To understand talent identification and development for organizational effectiveness.
3	To know about knowledge management in an organization context and knowledge in promoting various levels of organizational effectiveness
4	To familiarize the knowledge assessment of the human capital from various perspectives.
5	To be aware of talent management solutions and various issues through knowledge management to managers from an organizational effectiveness point of view.

**Course Outcomes (COs):** At the end of the course, Students will be able to

CO1	Determine the basics and significance of talent management while making decisions for effectiveness
CO2	Identify the source of talent and its significance in working for the development of organizational effectiveness.
CO3	Handle different working conditions for talent retention and development.
CO4	Assess the probability of knowledge and utilization of resources of the organization effectively.
CO5	Assume the different strategic solutions of talent management for making effective decisions of talent up liftman.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	2	3	-
CO2	2	1	1	2	1
CO3	2	1	2	1	2
CO4	2	-	1	2	-
CO5	2	1	1	-	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** To be aware of human resources, relative talent, and knowledge management.

### **Unit-I**

#### **Talent Management**

Concept, importance, Evolution, Talent Management System, Talent Reservoir – Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence –Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model.

### **Unit-II**

**Succession and Career Planning:** Succession Planning – Traditional Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching - types, Talent Management Strategies.

### **Unit-III**

**Strategic Talent Management A panacea to Knowledge Management:** Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.

### **Unit-IV**

**Strategic Perspectives of Talent by Knowledge Management:** Understanding Nature of Knowledge: Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

### **Unit-V**

**Strategic Talent Management Solutions through Practicing Knowledge Management:** Knowledge Management Processes –Technologies, Knowledge Management Approaches – Hansen-Earl's Seven Schools of Knowledge Management, Alvesson and Karreman's Knowledge Management, Organizational Impacts of Knowledge Management – on People, Processes, Products, and Organizational Performance.

### **Textbooks**

1. Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, TMH, 2008.
2. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabharwal, Knowledge Management: Challenges, Solutions, and Technologies, Pearson, 2009

### **References**

1. Sudhir Warier, Knowledge Management, Vikas, 2004.
2. Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.
3. Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley, 2010.
4. Hugh Scullion, David G. Collings, Global Talent Management, Routledge, 2011.

MBA (IV Sem)		L	T	P	Cr
	<b>23MB48</b>				
	<b>Emotional Intelligence for Managerial Effectiveness</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn.

1	To create awareness about internal and external emotions and identify positive and negative expressed emotions.
2	To engage Learn best practices in feeling, thinking, and behaving in an emotionally intelligent manner.
3	To gain skills to apply emotional intelligence strategies to specific workplace challenges.
4	To gain an understanding of the application of emotional intelligence in the workplace.
5	To get insightful knowledge on measuring emotional intelligence

**Course Outcomes (COs):** At the end of the course, Students will be able to

CO1	Acquire conceptual knowledge of emotion and emotional intelligence in business as well as society.
CO2	Enhance emotional self-awareness, self-control, and self-motivation.
CO3	Learn and assess the emotions of Individuals and others and recognize the bodily changes in emotions.
CO4	Use models to facilitate decisions under emotional situations and develop the Emotional Intelligence Competencies.
CO5	Identify and manage the emotions of self and others at the workplace.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	2	1	1
CO2	3	-	1	1	-
CO3	3	-	1	3	3
CO4	3	3	3	1	2
CO5	3	2	1	1	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic knowledge of fundamental concepts of Human resource management

### **Unit-I**

**Concept of Emotion:** Understanding Emotions, Sources of Emotions, Types of Emotions, Bodily changes in emotions, Psychology of Emotions. Theories of emotion: James Lange, Schachter singer, Canon-Bard, Opponent Process: Moods and emotions.

### **Unit-II**

**Concept of Emotional Intelligence:** Concept of Emotional Intelligence. Training on EI using Models– Daniel Goleman Model, Salovey, and Mayer’s model, Reuven Bar-On Model, Using techniques for Emotionally Intelligent Communication Johari Window, Neuro-Linguistic Programming (NLP)

### **Unit-III**

**Dimensions of Emotional Intelligence:** Competencies of Emotional Intelligence: Self-Awareness, Self-Regulation, Self-Motivation, Social Competence, Social Skills.

### **Unit-IV**

**Application of E. I in the workplace:** Recognizing and handling potential emotional situations at the workplace, Emotional Labour, promotions, rewards, grievance handling, industrial unrest, disciplinary approaches, transfers, migration, and firing.

### **Unit-V**

**Measuring E. I:** Measuring Emotions, Emotional Quotient, Emotional Intelligence, Developing Emotional Intelligence, what is Social Intelligence? Tips to Develop Social Intelligence- Emotional and social competency inventory. Emotional self-awareness, expression, and detection of emotions, emotional patterns in verbal communication.

### **Textbook**

1. Goleman, Daniel. (2011), The Brain and Emotional Intelligence: New Insights, 1<sup>st</sup> edition, More Than Sound LLC.
2. Dianne Coleman (2016), Developing Emotional Intelligence: How to Improve Your EQ and Achieve Success, Kindle Edition, Amazon Digital Services LLC

### **References**

1. Paul Whitman, (2016), Emotional Intelligence: Develop Absolute Control Over Your Emotions and Your Life for Everlasting Success, Create space Independent Publishing Platform.
2. Robin Lawson, (2016), Emotional Intelligence: Learn What Emotional Intelligence Is, Why It Is Important, and Learn How to Improve It (Emotional Intelligence, Emotional Intelligence books, Emotional Intelligence at work), Kindle Edition, Amazon Digital Services LLC
3. Adele B. Lynn (2007), Quick Emotional Intelligence Activities for Busy Managers: 50 Team Exercises That Get Results in Just 15 Minutes, 1st edition, AMACOM.

MBA (IV Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB49</b> <b>Sales &amp; Distribution Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn.

1	To develop skills in managing a sales team, and innovative sales strategies as the situation warrants.
2	To Appraise and organize sales planning and budgeting, estimating market potential and sales forecasting, setting the sales territory and quotas
3	To familiarize the issues relating to making effective sales force management decisions
4	To marketing channels, Channel integration – VMS, HMS, and Channel Management
5	To understand and resolve various sources of channel conflicts.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the skills required for managing a sales team.
<b>CO2</b>	Interpret sales planning and estimating market potential.
<b>CO3</b>	Apply the conceptual knowledge for effective sales force management.
<b>CO4</b>	Determine the Concepts of Distribution management.
<b>CO5</b>	Identify the channel conflicts among channel members and resolve them.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	1	1	1	-
<b>CO2</b>	1	1	-	2	1
<b>CO3</b>	2	1	1	1	1
<b>CO4</b>	-	1	-	1	1
<b>CO5</b>	1	2	1	1	-

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic knowledge of various concepts of marketing and sales

### **Unit-I**

**Introduction to Sales Management:** Nature and Importance of Sales Management, Growth and Evolution of Sales Management, Role of a Sales Manager, Responsibilities of a Sales Manager, Theories of Personal Selling, AIDAS Theory, Qualities of Salesmanship, Steps in the Selling Process- sales organization structures-International Sales Management.

### **Unit-II**

**Organizing & Driving Sales Efforts:** Sales Planning-Sales Budget-Estimating Market Potential and Forecasting Sales: Qualitative methods and Quantitative Methods-Sales Territories-Sales Quotas- Sales Technology-Sales and cost analysis.

### **Unit-III**

**Sales Force Management:** Sales Job Analysis, Recruitment & Selection (Briefly – specific to Sales Jobs), Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Audits, Ethics in Sales

### **Unit-IV**

**Distribution Management:** Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, Evolution & possible channel formats. Designing channel systems-Horizontal and Vertical Systems-Channel Management.

### **Unit-V**

**Channel control:** Performance measures in Marketing Channels-Channel Conflicts: Sources of Conflict - Goal incompatibility, Differing perceptions of reality, Clashes over domains. Types of conflicts-Channel Information Systems: Elements of channel information systems - Databases for channel information systems. Impact of information systems on channel flow - Channel Institutions: Wholesaling, Retailing

### **Relevant case study discussions in all units**

#### **Textbooks**

1. Krishna K. Havaldar, Vasant M. Cavale, Sales & Distribution Management- McGrawHill
2. S.A.Chunawala, Sales & Distribution Management- Himalaya Publishing house.

#### **References**

1. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sandeep Puri Sales and Distribution Management: Decisions, Strategies & Cases, Pearson Latest Edition
2. Ramendra Singh, Sales and Distribution Management – A Practice-Based Approach, Vikas Publishing House Pvt. Ltd Latest Edition
3. Dr. S. L. Gupta Sales & Distribution Management Excel Books Latest Edition
4. Panda Tapan K., Sahadev Sunil Sales & Distribution Management Oxford Latest Edition
5. David Jobber, Geoffrey Lancaster Sales & Distribution Management Pearson, Latest Edition.
6. Johnson F.M., Kurtz D.L., Scheuing E.E. Sales Management: Concepts, Practice, and Cases McGraw Hill Latest Edition.

MBA (IV Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr</b>
<b>23MB50</b>		3	-	-	3
<b>Consumer Behaviour and Customer Relationship Management</b>					

**Course Educational Objectives:** In this course, the students will learn.

<b>1</b>	To understand the concepts, and principles of Consumer Behaviour.
<b>2</b>	To familiarize the students with the determinants of Consumer behavior.
<b>3</b>	To give an idea to the students about models of Consumer Behaviour.
<b>4</b>	To make the students aware of CRM strategies and Processes.
<b>5</b>	To know the application areas of CRM.

**Course Outcomes (COs):** At the end of the course students will be able to

<b>CO1</b>	Understand the behavior and buying decision process of consumers
<b>CO2</b>	Evaluate the internal and external determinants of Consumer Behavior
<b>CO3</b>	Apply the conceptual models of Consumer Behavior in business situations
<b>CO4</b>	Gain knowledge in understanding CRM strategies and CRM processes.
<b>CO5</b>	Demonstrate the importance of CRM applications in various areas.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	2	-	1	1
<b>CO2</b>	1	1	1	2	1
<b>CO3</b>	1	2	-	1	1
<b>CO4</b>	1	1	1	1	1
<b>CO5</b>	1	-	-	1	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic knowledge of various concepts of marketing.

### **Unit-I**

**Introduction to Consumer Behavior:** Consumer Behavior- Need for Understanding Consumer Behavior – Types of Consumers- Changing Pattern of Indian Consumer Behavior – Factors Influencing Consumer Behavior– Understanding the Buying Decisions Process–Industrial Consumer Behavior–Consumer Behavior and Marketing Strategy–Rural Consumer Behavior–Problems in studying Consumer behavior.

### **Unit-II**

**Determinants of Consumer Behavior:** Internal determinants of Consumer Behaviour: Motivation-Personality–External determinants of Consumer Behavior: Culture- Social class reference groups and opinion leaders.

### **Unit-III**

**Consumer decision making:** Decision-making Process-Impulse buying decision- Decision-making criteria–Factors influencing decision making. Models of consumer decision making: Howard-Sheth model, EKB Model, and Nicosia model –Diffusion of Innovations.

### **Unit-IV**

**Concept and Introduction of CRM:** Definition, Evolution of CRM, objectives, Benefits, challenges in implementing CRM, Types of CRM: Operational CRM, Analytical CRM, Collaborative building blocks of CRM, CRM strategy, E-CRM, CRM process.

### **Unit-V**

**Models of CRM:** G-spot model of CRM, KOEL's model, Web qual audit model, Onyx model implementation Framework of successful CRM-CRM in Marketing: From product to customer, CRM marketing initiatives- CRM in different Industries.

### **Relevant case study discussions in all units**

### **Textbooks**

1. Ramanuj Majumdar-Consumer Behavior-Insights from Indian market-PHI
2. Schiffman Leon G and Kanuk, Lazar-consumer behavior-Pearson Education
3. Ekta Rastogi- Customer relationship management-Excel books
4. Dr. Govinda Bhat- Customer relationship management-Himalaya Publishing House.

### **References**

1. Hawkins. Best, Coney–Consumer Behavior–TMH, New Delhi
2. Roger D Black well et al, Consumer Behavior, 9/e, Thomson, New Delhi
3. Henry Assael, Consumer Behavior, 6/e, Thomson.
4. S. Shanmukha Sundaram, Customer Relationship Management, Modern trends and perspectives, PHI Learning (p) ltd-Latest edition
5. G. Shainesh and Jagdish Sheth- Customer Relationship Management: A Strategic Perspective- Macmillan India Ltd–Latest edition

<b>MBA (IV Sem.)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB51 Global Marketing</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn.

<b>1</b>	To develop an understanding of various factors influencing the Global marketing environment
<b>2</b>	To create awareness of Global Market Entry Strategies
<b>3</b>	To enable students, to understand key issues in Global product management
<b>4</b>	To evaluate the effectiveness of International Marketing Channels
<b>5</b>	To provide insights on Export marketing, its policies, and procedures

**Course Outcomes (COs):** At the end of the course, students will be able to:

<b>CO1</b>	Apply the gained knowledge to handle domestic as well as global marketing activities
<b>CO2</b>	Differentiate international market strategies from domestic market strategies
<b>CO3</b>	Understand global product management and product positioning
<b>CO4</b>	Evaluate various distribution channels for effective global marketing
<b>CO5</b>	Analyze the avenues for export marketing and be familiar with Exim policy

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	1	-	1	1
<b>CO2</b>	-	1	1	1	-
<b>CO3</b>	1	1	-	1	1
<b>CO4</b>	1	1	-	1	1
<b>CO5</b>	-	1	-	1	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic knowledge of various concepts of marketing at the domestic level and business environment.

### **Unit – I**

Global Marketing: Scope and Significance of Global Marketing, The importance of global/international marketing, Differences between international and domestic marketing, international environment, International Social & cultural Environment, the political legal environment, and regulatory environment of international marketing. Technological Environment.

### **Unit – II**

Global Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

### **Unit – III**

Global product management: International product positioning, Product saturation Levels in the global market, international product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

### **Unit – IV**

International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors Affecting Choice of Channels, the Challenges in Managing an International Distribution Strategy Selecting Foreign Country Market Intermediaries. The management of the physical distribution of goods, Advertising and Branding, and Grey Market goods.

### **Unit – V**

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures, and export documentation. Export assistance and incentives in India.

### **Relevant case study discussions in all units**

### **Textbooks**

1. Johnny K. Johansson –Global Marketing–Foreign Entry, Local Marketing, and Global Management–Tata McGraw Hill Pvt. Ltd. New Delhi,2016.
2. Kate Gillespie, Jean Pierre Jeannet, H. David Hennessey–International Marketing–Cengage Learning–NewDelhi-2016

### **References**

1. Varshney and Bhattacharya: International Marketing management Sultan Chand 2009
2. David Carson: International Marketing latest edition 2019
3. Philip Kotler: Marketing Management Edition 2017

MBA (IV Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB52</b> <b>Business-to-Business Marketing</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn.

<b>1</b>	To provide students an understanding of the complexities of Business-to-Business Marketing and give exposure to the contemporary issues of the market
<b>2</b>	To familiarize students with the concepts of developing the Product, Service, and Value of the offering
<b>3</b>	To identify the best channel design and management to find good opportunities and sustained relationships.
<b>4</b>	To Manage and Administer Channel Members effectively to create a vibrant supply chain management
<b>5</b>	To select and control the sales force efficiently for delivering enhanced value to the customers.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the complexities of Business-to-Business Marketing and be exposed to the contemporary issues of the market
<b>CO2</b>	Familiarize yourself with the concepts of developing the Product, Service, and Value of the offering
<b>CO3</b>	Identify the best channels for good marketing opportunities and sustained relationships.
<b>CO4</b>	Administer Channel Members effectively and create a vibrant supply chain environment.
<b>CO5</b>	Control the sales force efficiently to deliver enhanced value to the customers.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	1	-	2	1
<b>CO2</b>	2	-	1	2	1
<b>CO3</b>	1	1	-	2	1
<b>CO4</b>	2	-	1	1	2
<b>CO5</b>	1	2	1	1	-

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Prerequisite: Basic knowledge of various concepts of marketing**

**Unit-I**

**Organizational Buying:** Business Marketing versus Consumer Marketing, Customer Value Proposition, Trends, Exploring Business to the business-to-business environment, Customers, Organization and Marketing Organizational Buying and Decision Process, Buyer Behavior and Motivation, Buying Center, Buying Phases and the Buy-grid framework, Buyer-Seller Relationship, Supplier Choice and Evaluation, Purchasing Function and Documentation.

**Unit-II**

**Assessing Marketing Opportunities and Formulating Product Strategy:** Market Research, Segmenting, Targeting and Positioning, Developing Product, Service and Value of the offering, Industrial Product Lifecycle, New Product Development Process, Innovation and Competitiveness, Business to Business Branding

**Unit III**

**Channel Relationships and Communication:** Channel Design and Management, Channel Opportunities and Relationships, Channel Motivation and Conflicts. Elements of the Promotion Mix, Managing B2B Advertising–Budget, Message and Media Strategy, Internet Communication with the Market, Trade Shows Strategy.

**Unit-IV**

**Distribution:** Distinctive Nature, Channel Design, Managing and Administering Channel Members, Direct & Indirect Channels, Supply Chain and Logistics Management; Pricing and Negotiation: Pricing Basics and Objectives, Price Models and Skills, Pricing tactics, Negotiated Pricing

**Unit – V**

**Managing the Personal Selling Function:**

Personal Selling, Industrial Sales Force Management, Sales Force Selection, Training, Control, and Evaluation - Customer Retention and Ethics: Delivering Value and avoiding commoditization, Strategies for Customer Retention, Managing the Product Offering, Key Account Management, Corporate Requirement Analysis, Customer Relationship Management.

**Relevant case study discussions in all units**

**Textbooks**

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, (2014), B2B Marketing-A South Asian Perspective, 11th edition, Cengage Learning.
2. Krishna K. Havaldar, (2010), Business Marketing- Text and Cases, Mc Graw Hill

**References**

1. Robert Vitale, Joseph Giglier, Waldemar, Foertsch, (2011), Business to Business Marketing – Analysis and Practice, Person Education.
2. James C Anderson, James A. Narus, Das Narayan Das, (2009), Business Market Management– Understanding, Creating, and Delivering Value, 3rd edition, Pearson Education

MBA (IV Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>20MB53- Business Forecasting</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	Discuss the key factors which affect the success of forecasting procedures.
<b>2</b>	Model and forecast the different possible Trend components of a set of values.
<b>3</b>	Use the World Wide Web to obtain information on forecasting methods and useful data to be used when forecasting
<b>4</b>	Analyze and Forecast the Seasonal component of a set of values
<b>5</b>	Model the different types of Cyclical behavior observed in different sets of values.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Apply all forecasting techniques to real-life business problems
<b>CO2</b>	Forecast efficiently by using Regression analysis
<b>CO3</b>	Demonstrate how to use forecasting software such as E views, SPSS, and other software.
<b>CO4</b>	Predict accurate forecasting by understanding the behavior of data.
<b>CO5</b>	Apply the VAR model to real-time business problems.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	3	2	3	2
<b>CO2</b>	-	2	-	3	2
<b>CO3</b>	2	2	1	2	-
<b>CO4</b>	1	2	1	2	1
<b>CO5</b>	1	2	3	2	-

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Prerequisite:** Fundamentals of Forecasting methods and Decision-Making concept

### **Unit-I**

**Introduction:** Introduction- Choosing the right type of forecasting Model-Concept of forecasting Accuracy-Alternative types of Forecast-Types and sources of Data-Forecasting under uncertainty-using E-Views- Utilizing graphs and charts-cases.

### **Unit-II**

**Application of Linear Regression and Correlation in Forecasting:** General linear model- Simple-multiple regression-uses and misuses of R square-measuring partial Correlation-Testing adjusting for autocorrelation- testing and adjusting for heteroscedasticity-cases

### **Unit III**

**Time Series Forecasting Techniques:** The basic time series decomposition model - linear –nonlinear methods of smoothing data methods of seasonal adjustments-univariate time series modeling and Forecasting-Box Jenkins approach Models-Estimation of ARMA models-cases.

### **Unit-IV**

**Short-Term and Long-Term Forecasting:** Combining forecasts-theory of forecast combination-errors in combined Forecasts-Short term sales Forecasting-Endogenous-exogenous variables in sales forecasting- Methods of long-term Forecasting-Methods of Determining Nonlinear Trends: Nonlinear Growth and Decline, Logistics, and Saturation Curves-Predicting Trends Where Cyclical Influences are Important-Forecasting Very Long-range Trends: Population and Natural Resource Trends.

### **Unit – V**

**Macroeconomic Forecasting:** Structural versus VAR Models-Preparing the Model for Forecasting-Forecasting with AR (1) Adjustments -Forecasting with Constant Adjustments-Comparison of Alternative Forecasts - Using Indexes of Consumer and Business Sentiment for Forecasting.

### **Relevant case study discussions in all units**

### **Textbooks.**

1. Practical Business Forecasting, Michael K. Evans (2009), Blackwell Publishers, ISBN 0-631-22065-

### **References.**

1. Business Forecasting 9th Edition (2015), Dean Wichern, John E. Hanke, Pearson Publications, ISBN: 9789332549609, 9332549605
2. Business Forecasting (with CD) 5th Edition, Barry Keating, J. Holton Wilson, John Galt (2010), Publisher: McGraw Hill Education, ISBN: 9780070706651, 0070706654

MBA (IV Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB54 Big Data Analytics</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To learn data mining and big data basics
<b>2</b>	To learn big data from a technology perspective
<b>3</b>	To learn big data from a technology perspective
<b>4</b>	Applying the Map Reduce paradigm to solve problems
<b>5</b>	To interpret the potential applications in big data scenarios.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Apply data mining algorithms for classification and clustering.
<b>CO2</b>	Understand Big data framework.
<b>CO3</b>	Understanding the map reduces the way of solving analytic problems.
<b>CO4</b>	Illustrate the problem and its solutions using Data Analytics
<b>CO5</b>	Analyze big data applications

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	2	1	3	1
<b>CO2</b>	-	2	-	3	-
<b>CO3</b>	-	2	1	2	1
<b>CO4</b>	1	3	-	2	1
<b>CO5</b>	-	2	-	3	-

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Prerequisite:** Fundamentals of Big Data and its Tools

### **Unit–I**

**Introduction to Data Mining and Big Data:** Introduction to Data mining, KDD process, Data Mining Techniques: Mining Frequent patterns, Association rule, Cluster analysis, Classification and Regression. Introduction to Big Data – What is Big Data? Explosion in Quantity of Data, Big Data Characteristics, Types of Data, Common Big Data Customer Scenarios, BIG DATA vs. HADOOP, A Holistic View of a Big Data System, Limitations of Existing Data Analytics Architecture

### **Unit–II**

**Data Analytics Life Cycle:** Introduction to Big Data Business Analytics - State of the practice in analytics role of data scientists- Key roles for successful analytic project - Main phases of life cycle - Developing core deliverables for stakeholders.

### **Unit–III**

**Introduction to Hadoop:** Why DFS? What is Hadoop? Hadoop Distribution, Hadoop Key Characteristics, RDBMS vs. Hadoop, Hadoop 2.x Cluster Architecture, Hadoop Architecture, Hadoop Storage: HDFS, Common Hadoop Shell commands, Anatomy of File Write and Read., Name Node, Secondary Name Node, and Data Node, Hadoop 2.0 New Features – Name Node High Availability, HDFS Federation, MRv2, YARN, Running MRv1 in YARN Hadoop Distributed File System.

### **Unit–IV**

**Programming for Data Analytics:** Map Reduce program in Java – Map Reduce API – Programming Examples- Combiner Functions Streams and Files - Streams – Text Input and Output – Reading and Writing Binary Data.

### **Unit–V**

**Data Science and Applications:** Data Loading Techniques & Data Analysis, Text Analytics for Large unstructured information, Analytic Stack, Big Data Applications - Fraud detection in Stock markets, Sentiment Analysis

### **Relevant case study discussions in all units**

#### **Textbooks**

1. Jiawei Han Micheline Kamber Jian Pei, Data Mining: Concepts and Techniques, Third Edition, Elsevier, Morgan Kaufmann, 2011.
2. Tom White, “Hadoop: The Definitive Guide”, 3rd Edition, O’Reilly, 2012.
3. Alberto Cordoba, “Understanding the Predictive Analytics Lifecycle”, Wiley, 2014
4. Eric Siegel, Thomas H. Davenport, “Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die”, Wiley, 2013.

#### **References**

1. Chuck Lam , Hadoop in Action, Manning, Second Edition,2016.
2. Mark Gardener, Beginning R: The Statistical Programming Language, Wiley, 2013.
3. Jiawei Han and Micheline Kamber, Data Mining, Second Edition, Elsevier, 2007.

MBA (IV Sem)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB55 Operations Analytics</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To understand the role that analytics and analytical models play in improving an organization's operational processes
<b>2</b>	To understand the Prescriptive and Predictive Analytics
<b>3</b>	To know the utility of different inventory models in different business scenarios
<b>4</b>	To understand the decision-making models
<b>5</b>	To understand various inventory models associated with analytical tools

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Apply Prescriptive and Predictive Analytics in different business scenarios.
<b>CO2</b>	Solve problems in inventory management with real-time data
<b>CO3</b>	Analyze different decision-making models in different business environments.
<b>CO4</b>	Apply queuing models in manufacturing and service sectors
<b>CO5</b>	Evaluate Operations Analytics in various business scenarios.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	3	1	3	1
<b>CO2</b>	-	2	-	2	1
<b>CO3</b>	2	3	2	3	3
<b>CO4</b>	2	3	1	3	2
<b>CO5</b>	-	2		2	2

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Prerequisite:** Fundamentals of Operations Management and Analytical tools

**Unit-I**

**Prescriptive Analytics–Optimization:** Game theory: Two-person zero-sum game with saddle point – Game problems of Mixed strategy- Method of dominance – Graphic method for  $2 \times n$  or  $m \times 2$  games – Mixed strategies for  $3 \times 3$  game– Method of linear programming

**Unit-II**

**Predictive Analytics:** Replacement Problems: Replacement models that deteriorate with time- Replacement of items whose maintenance costs increase with time and value of money also Changes with time- Replacement of items that fail suddenly.

**Unit-III**

**Inventory Models:** Materials Management and Procurement: Inventory Problems: Deterministic model– Costs Decision Variables–Economic Order Quantity with and without shortage–Quantity discount– Probabilistic Inventory model–Inventory systems–Safety stock- instantaneous and non-instantaneous receipt of goods- Re-order level- ABC Analysis

**Unit-IV**

**Decision-Making Models:** Decision Making under uncertainty –Decision Making under certainty and Risk– Decision Tree

**Unit-V**

**Queuing Models:** Introduction to Queuing Theory-  $(M/M/1):(\infty/FCFS)$ ,  $(M/M/1):(N/FCFS)$ ,  $(M/M/C):(\infty/FCFS)$ ,  $(M/M/C):(N/FCFS)$ .

**Relevant case study discussions in all units**

**Textbooks**

1. Andersen, Sweeneyetal, (2016), Quantitative Methods for Business,13<sup>th</sup> edition, Cengage Learning.
2. WayneL. Winston,S.Christian Albright,(2016),PracticalManagementScience,5<sup>th</sup>edition,Cengage Learning.
3. ArunKumar, N. Meenakshi,(2014)Operations Management, Cengage Learning.

**References**

1. Hamdy Taha, (2016), Operations Research,10<sup>th</sup> edition, Prentice Hall India. S.D.Sharma, Kedar Nath, (2014), Operations Research, Ram Nath & Co.
2. V.K.Kapoor,(2014),Operations research Techniques for Management,5<sup>th</sup> edition, Sultan Chand

MBA (IV Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB56</b> <b>Predictive Analysis &amp; Modelling</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

1	To provide fundamental knowledge on predictive analysis and modeling.
2	To familiarize the students with the concepts of sampling multivariate design and analysis
3	To get insights into sampling design, tools, and techniques
4	To understand the predictive analysis concepts like simple linear regression logistics and multinomial regression
5	To know the applications of predictive analysis in various functional areas

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Fundamental knowledge of predictive analysis and modeling
CO2	The concepts of sampling multivariate design and analysis
CO3	Apply and analyze the sampling design, tools, and techniques
CO4	Solve predictive analysis problems like simple linear regression and logistics and multiple Regression
CO5	The applications of predictive analysis in various functional areas

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	3	2
CO2	1	2	-	3	1
CO3	-	2	1	3	2
CO4	-	2	-	3	-
CO5	-	2	1	2	-

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Prerequisite: Fundamentals of Research Methodology and Research Design**

**Unit-I**

**Conceptual Foundations of Research:** Meaning of research and scope of research methodology, Identification of problem area, Formulation of research questions, Typology of Research Designs. Overview of quantitative research, Logic of Inquiry, Construction of theories, Conceptual framework in quantitative research. Introduction to Academic Writing, Structure of Academic Writing, Reading for Research, Academic Styles, Plagiarism, Publication, Online Resources – Specific Research Methodology.

**Unit-II**

**Sampling Design and Tools Sampling:** Process and Types sampling; probability and non-probability sampling, Validity: Internal and external validity, Threats to Validity: Threats to internal validity and external validity, balancing internal and external validity. Reliability: Factors influencing reliability.

**Unit-III**

**Multivariate Designs and Analysis:** Introduction to Multivariate methods and analysis, Discriminant Analysis Multiple, logistic, and hierarchical regression Factor analysis, structural equation modeling (SEM), Meta-analysis, mediation analysis, Canonical Analysis. Advantages of multivariate strategies.

**Unit-IV**

**Predictive Analytics Simple Linear Regression:** Coefficient of determination, Significance tests, Residual analysis, Confidence, and Prediction Intervals Multiple linear regression: Coefficient of multiple coefficients of determination, Interpretation of regression coefficients, Categorical variables, heteroscedasticity, multi-collinearity, outliers, Auto regression and Transformation of variables.

**Unit-V**

**Logistic and Multinomial Regression:** Logistic and Multinomial Regression: Logistic function, Estimation of probability using logistic regression, Deviance, Wald Test, Hosmer Lem show Test Forecasting: Moving average, Exponential smoothing, Trend, Cyclical and seasonality components, ARIMA (autoregressive integrated moving average). Application of predictive analytics in retail, direct marketing, health care, financial services, insurance, supply chain, etc.

**Relevant case study discussions in all units**

**Textbooks**

1. Max Kuhn and Kjell Johnson, Applied Predictive Modeling, Springer Science & Business Media. 2018
2. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.

**References**

1. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi,
2. Donald R. Cooper, Pamela S. Schindler, and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2012.
3. Alan Bryman and Emma Bell, Business Research Methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

MBA (IV Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB57 Operations Research</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

1	Understand the major capabilities and limitations of deterministic operations research modeling as applied to problems in industry.
2	Emphasize the mathematical procedures of linear programming techniques.
3	Understanding the transportation and assignment concepts and limitations as applied to problems in industry.
4	Understand how optimal strategies are formulated in conflict and competitive environments by using game theory and queuing theory.
5	Understand the importance of using PERT & CPM techniques for project management phases and various activities that need to be done.

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Understand the characteristics of different types of decision-making environments and the appropriate decision-making approaches and tools to be used in each type.
CO2	Apply appropriate LPP techniques to express the defined problems mathematically.
CO3	Build and solve transportation models and assignment models.
CO4	Apply appropriate optimal strategies for conflict and competitive environment by using game theory and queuing theory.
CO5	Design new simple models, like CPM, to improve decision-making and develop critical thinking and objective analysis of decision problems.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	-	1	2	-	-
CO2	-	1	-	-	2
CO3	2	-	-	1	-
CO4	-	-	-	2	-
CO5	-	-	-	-	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

**Pre-requisite:** Basic knowledge of statistics, accounting concepts

**Unit–I**

**Importance and History of OR-** Definition- Features- Scope of Operations Research–Linear Programming: Introduction- Advantages of using LP-Application areas of LP-Formation of mathematical modelling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements in the Simplex Tableau, Artificial variable techniques: Big Mmethod.

**Unit–II**

**Transportation, Assignment Models:** Definition and application of the transportation model, methods for finding initial solution-tests for optimality-variations in transportation problem, the Assignment Model, Travelling Salesman Problem.

**Unit–III**

Dynamic Programming– Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem)–Integer Programming –Branch and Bound Method.

**Unit–IV**

**Game Theory:** Introduction–Two-person zero-sum Games, Pure Strategies, Games with Saddle Point, Mixed Strategies, Rules of Dominance, Solution Methods of Games without Saddle Point–Algebraic, matrix, and Arithmetic Methods. Simulation–Simulation Inventory and Waiting Lines.

**Unit–V**

P.E.R.T.&C.P.M. and Replacement Model: Drawing networks–identifying critical path– probability of completing the project within given time-project crashing–optimum cost and optimum duration. Replacement models comprising single replacement and group replacement.

**Relevant case study discussions in all units**

**Textbooks:**

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,

**References:**

1. Kalavathy, S. Operations Research, Vikas Publishers House Pvt Ltd.,
2. Mcleavey&Mojena, Principles of Operations Research for Management, AITBSpublishers,
3. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
4. PROBLEMS OF Operations Research, 2<sup>nd</sup> Ed., Tata McGraw-Hill Edition,
5. JKSharma Operation Research–Theory and Applications, Mac Millan.

MBA (IV Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB58</b> <b>Sourcing Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To develop an understanding of various factors influencing sourcing management.
<b>2</b>	To create awareness of global sourcing.
<b>3</b>	To enable understanding of the key issues on third-party logistic service.
<b>4</b>	To evaluate the effectiveness of International analytical tools in security.
<b>5</b>	To provide insights on risk management, its sustainability, and sourcing.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Apply the gained knowledge to handle the sourcing as well as supplier evaluation and selection.
<b>CO2</b>	Differentiate global sourcing trends and performance measurement.
<b>CO3</b>	Understand the importance of the supply chain in various mechanisms.
<b>CO4</b>	Evaluate the various analytical tools in sourcing.
<b>CO5</b>	Understand the importance of risk & trends in sourcing.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	1	-	1	1
<b>CO2</b>	-	1	1	1	-
<b>CO3</b>	1	1	-	2	1
<b>CO4</b>	1	3	-	1	1
<b>CO5</b>	-	1	-	1	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic knowledge of production and operations in an organization

### **Unit-I**

**Introduction of Sourcing management:** Concept, Functions, Application –Supplier Evaluation and Selection (Concepts): Supplier Rating– Rating criteria – Factors.

### **Unit-II**

Global sourcing: Introduction to Global Sourcing–Trends in Global Sourcing–Global Sourcing–Negotiation– Performance Measurement and Evaluation (Concepts and Metal Craft Case)

### **Unit-III**

**Supply Chain:** The Role of Sourcing – Components – Key Process – Outsource: Various Mechanism – Third-party logistics (3PL): Service.

### **Unit-IV**

**Analytical tools:** Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses-(Plastic Shield case))–Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models)–Integrative Pacific Systems Case(Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis).

### **Unit-V**

**Risks & Trends:** Sourcing Risk Management (Concepts)–Electronic Sourcing–Sustainability and Sourcing (Green Sourcing; Wal mart-China Case)

### **Relevant case study discussions in all units**

### **Textbooks**

1. Sunil Chopra and Peter Meindi, Supply Chain Management– Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.

### **References**

1. Lee J. Krajewski and Larry P. Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Education / Prentice Hall of India, 2007.
2. Altekar Rahul V, Supply Chain Management– Concept and Cases, Prentice Hall India, 2005.
3. Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making Kogan Page; 1 edition, 2016.

MBA (IV Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB59 Six Sigma</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To identify and reduce errors and increase the efficiency of business processes in Six Sigma.
<b>2</b>	To create awareness of the Six Sigma approach.
<b>3</b>	To enable students, to understand the key issues of Six Sigma.
<b>4</b>	To make the students familiar with the various concepts in Six Sigma.
<b>5</b>	To understand and the significance of team performance in managing the changes in institutionalizing Six Sigma.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the basic concepts of Six Sigma.
<b>CO2</b>	Develop the basic concepts in analyzing the effects of Six Sigma.
<b>CO3</b>	Evaluate the various organizational structures for the initiation of Six Sigma.
<b>CO4</b>	Determine the students with the basic issues involved in project selection for Sigma.
<b>CO5</b>	Define the team performance role and manage the problems in Six Sigma.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	1	1	1	1
<b>CO2</b>	3	2	1	1	1
<b>CO3</b>	1	2	-	1	1
<b>CO4</b>	1	1	-	1	1
<b>CO5</b>	3	2	1	1	2

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Pre-requisite:** Basic knowledge of production concepts

### **Unit-I**

**Introduction to Six Sigma:** Introduction to quality, Definition of Six Sigma, origin of Six Sigma, Six Sigma concept, Critical success factors for Six Sigma.

### **Unit-II**

**Six Sigma approach:** Evolution of Six Sigma, the synergy of Six Sigma, Definition of Six Sigma the principles of Six Sigma, Scope for Six Sigma, Features of Six Sigma, The laws of Six Sigma, Benefits of Six Sigma, Introduction to DMAIC tools.

### **Unit-III**

**Initiation for Six Sigma:** Top management commitment –Infrastructure and deployment planning, Process focus, organizational structures, Measures–Rewards and recognition, Infrastructure tools, structure of transforming event, Launch preparation.

### **Unit-IV**

**Project selection for Six Sigma:** Resource and project selection, Selection of Black belts, Selecting projects–Benefit/Effort graph, Process mapping, value stream mapping, Balanced scorecard for project identification, project suitable for Six Sigma.

### **Unit-V**

**The DMAIC process and institutionalizing the Six Sigma:** Predicting and improving team performance, nine team roles, Team leadership, DMAIC process, Institutionalizing Six Sigma, Design for Six Sigma, Case study presentations.

### **Relevant case study discussions in all units**

#### **Textbooks**

1. Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations" by Mikel Harry and Richard Schroeder, published by Currency Doubleday.
2. The Six Sigma Handbook" by Thomas Pyzdek and Paul A. Keller, published by McGraw-Hill Education.
3. Lean Six Sigma: Combining Six Sigma with Lean Speed" by Michael L. George, published by McGraw-Hill Education.

#### **References:**

1. Michael L. George, Lean Six Sigma, Mc Graw-Hill,2002.
2. James P. Womack, Daniel T. Jones, Lean Thinking, Free press business, 2003.
3. Forrest W. Brey Fogle III, Implementing Six Sigma: Smarter Solutions Using Statistical Methods,1999.
4. Ronald G. Askinand Jeffrey B. Berg, Design and Analysis of Lean ProductionSystems, John Wiley & Sons, 2003.
5. Rother M. and hook J., Learning to See: Value Stream Mapping to add value andEliminate Muda, Lean Enterprise Institute, Brookline, MA.

<b>MBA (IV Sem.)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB60 Project Management</b>	3	-	-	3

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To provide an understanding of the management of projects with a special focus on every phase such as project planning, execution, monitoring, and evaluation.
<b>2</b>	To impart knowledge on various aspects of Project Appraisal.
<b>3</b>	To educate on Project Finance Evaluation techniques.
<b>4</b>	To explain to students the importance of organizational behaviour in Project Management.
<b>5</b>	To elucidate different Control Mechanisms to manage a project.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand and appreciate the importance of Project Management.
<b>CO2</b>	Learn Project Planning, Execution, and implementation.
<b>CO3</b>	Apply Project Appraisal Methods to Cash Flows and Corporate Practices of Dividend Payment.
<b>CO4</b>	Understand the intricacies of Project Evaluation techniques for better decision-making.
<b>CO5</b>	Appreciate the significance of Organizational & Team Behaviors in projects.

**CO-PO Articulation Matrix:**

<b>Course Outcomes</b>	<b>Program Outcomes</b>				
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>CO1</b>	2	-	-	1	1
<b>CO2</b>	1	2	1	2	2
<b>CO3</b>	-	2	1	2	2
<b>CO4</b>	2	3	-	1	2
<b>CO5</b>	1	3	2	2	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Prerequisite:** Basic knowledge of Project management

**Unit – I**

**Introduction:** Introduction to Project Management, Project Characteristics, Project Life Cycle, Project Identification, Formulation and Implementation, Project Management in different Sectors: Construction, Services Sector, Public sector, and Government Projects. Systems Approach to Project Management.

**Unit – II**

**Project Appraisal:** Project Planning, Steps in Project Planning, Scheduling, Project Appraisal, Feasibility Study, Technical, Commercial, Economic, Financial Management, Social Cost Benefit Analysis, and Project Risk Analysis.

**Unit – III**

**Project Finance:** Project Cost Estimation, Project Financing, Investment Criteria, Project Evaluation Techniques, Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Cash Flows Estimation for New and Replacement Projects, Cost of Capital, Risk Analysis.

**Unit–IV**

**Project Control:** Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and Control, Agile Project Management, Scrum, Lean Production and Project Management.

**Unit – V**

**Organizational Behavior in Project Management:** Organizational Structure and Integration, Role of Project Manager, Roles in the Project Team, Project Stakeholder Engagement, Leadership in Project Management, Participative Management, Team Building Approach, Conflict Management in Projects, Stress Management.

**Textbooks:**

1. "Projects, Planning, Analysis, Selection, Financing, Implementation and Review" by Prasanna Chandra, published by Tata McGraw Hill, 9th edition, 2019.
2. "Project Management" by K. Nagarajan, published by New Age International Publishers, 8th edition, 2017.

**Reference:**

1. "Project Management" by Stewart R. Clegg, Torgeir Skyttermoen, and Anne Live Vaagaasar, published by Sage Publications, 1st edition, 2021.
2. "Project Management" by Jeffrey K. Pinto, published by Pearson Education, 5th edition, 2020.
3. "MindTap for Successful Project Management" by Jack Gido, Jim Clements, and Rose Baker, published by Cengage Learning, 7th edition, 2018.
4. "Project Management for Engineering, Business and Technology" by John M. Nicholas and Herman Steyn, published by Routledge, 5th edition, 2017.

<b>MBA (IV Sem.)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB77- Major Project Work</b>	3	-	2	4

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To understand the problem under the study, conduct a literature survey.
<b>2</b>	To visit the selected organization for field study work, to collect data & submit the interim report.
<b>3</b>	To conduct data analysis using various tools & techniques
<b>4</b>	To present the draft report to the department for assessment and feedback.
<b>5</b>	To submit the final report for external evaluation.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Understand the literature survey, define the problem under study, and explain its significance.
<b>CO2</b>	Demonstrate the data collected, prepare an interim report, and present it to the selected company for approval.
<b>CO3</b>	Analyze the data collected, revise the report, and present it to the department for feedback and improvement.
<b>CO4</b>	Reframe the quality, novelty, and contribution of the findings, suggestions, and conclusions of his/her study to the chosen field.
<b>CO5</b>	Summarize and submit the final report of the work and present it to the examiners in person for defense.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	-	-	1	-
<b>CO2</b>	-	2	-	1	1
<b>CO3</b>	2	2	1	2	1
<b>CO4</b>	2	3	-	-	-
<b>CO5</b>	1	-	2	2	3

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**

**Prerequisite:** Fundamental knowledge on economy, business environment

<b>Chapter-1</b>	Introduction
<b>Chapter-2</b>	Objectives and Methodology of the study
<b>Chapter-3</b>	Theoretical Framework & profile of the selected organization
<b>Chapter-4</b>	Data Analysis
<b>Chapter-5</b>	Findings, suggestions, and summary

MBA (IV Sem.)		<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr.</b>
	<b>23MB78</b> <b>Case Study Analysis &amp; CVV</b>	2	-	-	2

**Course Educational Objectives (CEOs):** In this course, the students will learn

<b>1</b>	To encourage the students to develop analytical & problem-solving skills.
<b>2</b>	To motivate the students for effective decision-makers.
<b>3</b>	To educate the students to acquire skills & knowledge in various courses of the MBA program.
<b>4</b>	To understand the student's capabilities in fieldwork, project works, labs & program electives.
<b>5</b>	To make the students more dynamic in presentation skills.

**Course Outcomes (COs):** At the end of the course, students will be able to

<b>CO1</b>	Apply the knowledge to analyze the business cases in different dimensions.
<b>CO2</b>	Find alternative solutions and suggest effective decisions by applying technology.
<b>CO3</b>	Identify different skills from various courses and activities developed in the MBA program.
<b>CO4</b>	Understand market and industry situations through skill labs, field study projects & various program electives of MBA.
<b>CO5</b>	Solve business problems in the changing business environment.

**CO-PO Articulation Matrix:**

Course Outcomes	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	2	1	2	2
<b>CO2</b>	3	2	1	-	1
<b>CO3</b>	3	1	-	3	2
<b>CO4</b>	1	3	2	3	3
<b>CO5</b>	2	2	-	1	1

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)**